

# Commonwealth Secretariat Annual Results Report

October 2021 – July 2022



The Commonwealth

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COMMONWEALTH SECRETARIAT

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October 2021 – July 2022



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# Acronyms

<b>ACA</b>	Anti-Corruption Agency
<b>AG</b>	Action Group
<b>CARICOM</b>	Caribbean Community
<b>CBC</b>	Commonwealth Blue Charter
<b>CCALL</b>	Commonwealth Call to Action on Living Lands
<b>CCEM</b>	Commonwealth Conference of Education Ministers
<b>CCFAH</b>	Commonwealth Climate Finance Access Hub
<b>CEP</b>	Commonwealth Election Professional
<b>CFMM</b>	Commonwealth Finance Ministers Meeting
<b>CFTC</b>	Commonwealth Fund for Technical Co-operation
<b>CHOGM</b>	Commonwealth Heads of Government Meeting
<b>CMAG</b>	Commonwealth Ministerial Action Group
<b>COBE</b>	Centre for Oceanography and the Blue Economy
<b>COG</b>	Commonwealth Observer Group
<b>COMSEC</b>	Commonwealth Secretariat Fund
<b>COP</b>	Community-Oriented Policing
<b>COP</b>	Conference of the Parties
<b>CSET</b>	Commonwealth Sustainable Energy Transition
<b>CWF</b>	Commonwealth Women's Forum
<b>CYHN</b>	Commonwealth Youth Health Network
<b>DF</b>	Designated Fund
<b>DMO</b>	Debt Management Office
<b>EBR</b>	Extra Budgetary Resources
<b>EconVAWG</b>	Economic Costing of Violence Against Women and Girls
<b>ELECAM</b>	Elections Cameroon
<b>EMB</b>	Election Management Body
<b>GANHRI</b>	Global Alliance of National Human Rights Institutions
<b>HRC</b>	Human Rights Council
<b>IFTC</b>	International Islamic Trade Finance Corporation
<b>IMF</b>	International Monetary Fund
<b>IMO</b>	International Maritime Organization
<b>ISA</b>	International Solar Alliance
<b>ISO</b>	International Organization for Standardization

<b>IT</b>	Information Technology
<b>ITC</b>	International Trade Centre
<b>LDC</b>	Least Developed Country
<b>MOU</b>	Memorandum of Understanding
<b>NAMCOL</b>	Namibia College of Open Learning
<b>NCD</b>	Non-Communicable Disease
<b>NDC</b>	Nationally Determined Contribution
<b>NPG</b>	New Producers Group
<b>NTD</b>	Neglected Tropical Disease
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OECS</b>	Organisation of Eastern Caribbean States
<b>OU</b>	Open University
<b>P/CVE</b>	Preventing and Countering Violent Extremism
<b>PIF</b>	Pacific Island Forum
<b>PPP</b>	Public–Private Partnership
<b>RAG</b>	Red Amber Green
<b>SCA</b>	Sub-Committee on Accreditation
<b>SDG</b>	Sustainable Development Goal
<b>SMART</b>	Specific, Measurable, Achievable, Relevant and Timebound
<b>SMEs</b>	Small and Medium Enterprises
<b>SPC</b>	The Pacific Community
<b>SPPD</b>	Strategy, Portfolio, Partnerships and Digital
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNDP</b>	United Nations Development Programme
<b>UNEP</b>	United Nations Environment Programme
<b>UNFPA</b>	United Nations Population Fund
<b>UNICEF</b>	United Nations Children’s Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UPR</b>	Universal Periodic Review
<b>UVI</b>	Universal Vulnerability Index
<b>WEF</b>	World Economic Forum
<b>WHO</b>	World Health Organization
<b>WTO</b>	World Trade Organization

# Executive Summary

## Introduction

This is a progress report on what the Commonwealth Secretariat achieved in the first year of delivery of the 2021/22–2024/25 Strategic Plan. This executive summary highlights areas of impact and explains the approach taken to data collection and reporting. The main report then presents updates on each of the strategic outcome pillars of the Strategic Plan, which detail our progress towards those pillars and include case studies that illustrate the Secretariat's added value, particularly for small and other vulnerable states. A final portfolio performance section includes status updates on key performance indicators at the intermediate outcome, project outcome and output levels, as well as more detailed contribution/attribution analysis. The Annex includes status updates on the Detailed Results Framework and its targets for the year 2021/22.

## Strategic Outcome Pillars

### Democracy and Governance

In the first year of the Strategic Plan, we delivered important results in Democracy and Governance. The Secretariat convened the Commonwealth Heads of Government Meeting (CHOGM), hosted by the Government of Rwanda in June 2022, after two postponements caused by the COVID-19 pandemic. Heads discussed global challenges, agreed on an ambitious Communiqué and endorsed important initiatives such as the Commonwealth Declaration on Gender Equality and Women's Empowerment and the Commonwealth

Call to Action on Living Lands. They affirmed the important contribution Commonwealth countries can collectively make to sustainable urbanisation and childcare protection and reform.

In pursuit of **peace** and stability, the Secretariat's countering violent extremism initiative led to a significant change in the approach to terrorism policing in **Tanzania**, in terms of mainstreaming community policing across the country. The Secretariat made significant progress in embedding a full-cycle approach to **democracy** promotion, supplementing election observation with in-depth institutional capacity-building for the Election Management Bodies in **Cameroon and Jamaica**.





Commonwealth Election Professionals in Africa supported each other to address a myriad of election challenges, from enabling COVID-secure elections to the recruitment and training of temporary electoral staff. The supportive and lasting relationships between Commonwealth Election Professionals highlight the sustainability of the network the Secretariat has developed and nurtured.

In its efforts to strengthen **public institutions and frameworks**, the Secretariat improved capacity in the **Caribbean** region, partnering with **Trinidad and Tobago** to mentor and upskill legislative drafters from **small states** and build the capacity of the region's institutions to address cyber-crime. Implementation of the Commonwealth Anti-Corruption Benchmarks commenced with dedicated technical assistance to **Trinidad and Tobago**. The Secretariat supported policy and procedural reform in Anti-Corruption Commissions in **Malawi, St Kitts and Nevis** and **Zambia**.

The Secretariat supported **small states** to engage with international human rights mechanisms in Geneva, through dedicated advisers in the Commonwealth Small States Office. It supported **Grenada** and **Sierra Leone** in clearing treaty body reporting backlog. Pursuing an intersectional approach to mainstreaming, the Secretariat completed a best practice guide to eliminate child, early and forced marriage, which is to be endorsed at the Commonwealth Law Ministers Meeting in November 2022. It completed a disability needs assessment in **Seychelles** and worked in partnership with civil society organisations in **South Africa** advocating for non-discrimination on the basis of sexual orientation and gender identity.

## Sustainable Development

The Secretariat continued its pursuit of inclusive and sustainable economic and social development. The Commonwealth Trade Finance Facility made its first transaction following three years of operationalisation, and promises to make a significant contribution to furthering intra-Commonwealth **trade**. The Secretariat informed **least developed countries'** and **small states'** negotiating positions for the Doha Programme of Action for the Least Developed Countries, through the provision of evidence-based research and dedicated advice from international trade policy experts in the Commonwealth Small States Office in Geneva. Partnerships with the International Trade Centre and the Islamic Trade Finance Corporation secured additional resources for the Secretariat to empower women entrepreneurs through the SheTrades initiative, and to catalyse digital economies for **Cameroon and Pakistan**.

Addressing the urgent and escalating debt crisis facing many Commonwealth **small states**, the Secretariat provided holistic support at the national and pan-Commonwealth levels. In **The Bahamas**, the Secretariat supported the implementation of **debt management** legislation and regulations, and the creation and operationalisation of debt management institutions. The continued embedding of Commonwealth Meridian, our public debt management system, is enabling member countries to make data-driven and evidence-based decisions on debt with confidence in the system's accurate, up-to-date and comprehensive information.





Enabling the **sustainable governance and management of natural resources** – including petroleum, onshore and seabed minerals, **energy** and **blue economies** – the Secretariat is working with **Barbados** on energy sector reform. It has mapped the energy value chain and scoped the establishment of a Sovereign Wealth Fund using a society-wide, inter-generational approach to ensure the benefits generated are shared.

**Antigua and Barbuda**, a Champion country for the Commonwealth Blue Charter Action Group on the Blue Economy, successfully completed the delimitation of its maritime boundaries thanks to multi-year negotiating support provided by the Secretariat. This achievement will enable the country to further sustainable blue economy development and ocean protection efforts.

In embedding **sustainable health and education systems** in member countries, the Secretariat made significant progress on legislation and policy to tackle non-communicable diseases in the **Pacific region** through its partnership with the Secretariat of the Pacific Community. The Secretariat developed legislation on food safety, tobacco control and alcohol marketing for member countries to implement, and assisted

**The Bahamas** to reform its Mental Health Act. The Secretariat continues to lead conversations on the unique contribution that sports can make to both sustainable development and the prevention of non-communicable diseases. A partnership with the United Nations Children's Fund and DLA Piper will enable the closing of safeguarding gaps in sports management, with Sports Ministers and Secretariat experts now advancing the Model Legislative Provisions on Abuse of Positions of Trust before Commonwealth Law Ministers for endorsement.

Heeding the call from **small states** for greater equity in the management of the COVID-19 pandemic and international health policy, the Secretariat used its convening power to advocate for equal access to vaccines and to promote consensus positions at the World Health Organization. The launch of the Secretariat's Voluntary Information and Price-Sharing Database provided a platform through which member countries could exchange real-time data on healthcare products, fostering transparency and increasing the visibility of price discrepancies, particularly with regard to COVID-19 vaccines. **The Bahamas, Botswana, South Africa** and **Tanzania** are currently using this platform to inform decision-making.

The Secretariat published and promoted five toolkits to advance resilience education systems. Education Ministers endorsed the [Commonwealth Educational Leadership Handbook](#), and implementation has commenced through training of trainers with education officers in **The Bahamas** and **Mauritius**. The Secretariat published



Realising Article 24 of the Convention on the Rights of Persons with Disabilities: Case Studies in Mainstreaming and Inclusive Education, providing assessment tools to equip education policy actors with the knowledge towards achieving Sustainable Development Goal 4. The 21st Commonwealth Education Ministers Meeting took place in Kenya and was attended by 36 Ministers and 280 other participants.

## Resilience and Climate Action

Increasing access to **climate finance**, adaptation and mitigation technologies to address the climate and ocean emergency is a key priority for the Secretariat. Since its launch in 2018, the Commonwealth **Blue Charter** has spurred action among the 46 member countries participating in its 10 Action Groups. In 2021/22, the Commonwealth Blue Charter launched a database of 200 ocean-related courses, 60 case studies illustrating best practices, and expert webinars, giving member countries access to the latest knowledge on ocean sustainability. The Blue Charter Incubator, launched at CHOGM 2022, will help unlock access to ocean finance for **small states**. This will prioritise projects engaging youth, women, indigenous peoples and local coastal communities. Partnerships with a range of non-governmental organisations – including not-for-profits, the private sector, philanthropists and academia – have been key to the growth of the Commonwealth Blue Charter as a catalyst for ocean action. For example, a

partnership with the Ocean Risk and Resilience Action Alliance delivered rapid risk assessments for **Barbados, Kiribati and Sri Lanka** on coastal ocean risk and vulnerability, enabling these countries to be proactive in their protection efforts.

The **Commonwealth Sustainable Energy Transition (CSET) Agenda** launched a Renewable Energy Toolkit for **small states** at the 26th Conference of the Parties, and followed this with an investor roundtable event organised with the Government of **Seychelles**. Another event was organised with the Government of **Barbados** at the Sustainable Energy for All Forum held in Rwanda in May 2022. The first three CSET Action Groups were launched at CHOGM 2022, on geothermal energy, energy literacy and youth action for sustainable energy.

The **Commonwealth Climate Finance Access Hub** unlocked further funding for 16 countries, mobilising US\$47,600,000. The Hub developed 118 in-country projects, 79 led and 39 supported by Commonwealth Climate Finance Advisers. All Advisers continue to incorporate youth and gender considerations into climate funding proposal processes. The Hub enabled the funding of four gender-specific climate pipeline projects for women: two in **Eswatini**, one in **Namibia** and one in **Vanuatu**. In 2022/23, the Secretariat will recruit a Commonwealth Climate Finance Gender Expert. Partnerships enabled greater impact, highlighted by each of our two partner institutions, which serve the **Indo-Pacific** and **African** regions, respectively, hosting a Commonwealth Regional Climate Finance



Adviser. The Secretariat published the second edition of [Gender Integration for Climate Action: A Review of Commonwealth Member Countries' National Determined Contributions](#), which identifies best practices on gender and social inclusion gaps and provides information on financial resources for gender inclusion. Advocacy and consensus-building efforts by the Secretariat on the need to protect living lands from climate change and natural disasters culminated in the endorsement by Commonwealth Heads of Government of the Commonwealth Call to Action on Living Lands, which will be operationalised in 2022/23.

## Small and Other Vulnerable States

**Small states** are at the forefront of the Secretariat's action in all outcome areas of the 2021/22–2024/25 Strategic Plan. In 2021/22, the Secretariat advocated for the recognition of the unique vulnerability of small states, advancing the Commonwealth Universal Vulnerability Index and providing a suite of resources for **small states financing**:

the forthcoming *Debt Sustainability Toolkit*; the **FinTech Toolkit** and FinTech training developed in collaboration with the Universities of Cambridge and Oxford; and technical support on diaspora financing in **The Gambia** and **Kenya**. The Commonwealth/United Nations Joint Advocacy Strategy Towards Achieving the Sustainable Development Goals and Addressing the Vulnerabilities of Small States was launched at CHOGM 2022.

More than 30 countries have come forward to champion the strategy and advocate for the needs of small states, demonstrating the relevance and potential of these initiatives.

## Cross-cutting Outcomes

### Youth empowerment

In taking forward the cross-cutting imperative of youth empowerment, the Secretariat provided technical assistance to six member countries, resulting in the establishment of six national youth work associations that are implementing inclusive youth work practice. It supported St Kitts and Nevis to adopt a National Youth Development Policy; Pakistan to launch its first Youth Development Index, using the Secretariat's Commonwealth Youth Development Index; and youth mainstreaming

strategies in Pakistan, St Kitts and Nevis and Tuvalu. Pursuing an intersectional approach to social inclusion, youth and gender, the Secretariat delivered an Online Disability Equality Course to 120 participants. Youth entrepreneurship remained a focus, with the delivery of a situational analysis of youth employment in The Gambia, a Youth Entrepreneurship Strategy designed for Cameroon and a Youth Action Plan developed for Brunei Darussalam. The Secretariat provided in-depth technical assistance to Botswana, Malawi, Namibia, Sri Lanka, St Kitts and Nevis and Uganda on the professionalisation of youth work, and continued to work with Commonwealth Higher Education Institutions to strengthen their role in youth work policy and practice.

### Gender equality

The Secretariat took forward the Their Time and Our Action collaboration with Cambridge University. Using an action-based research methodology, this initiative aims to challenge theories, test solutions and engage in co-creation activities with stakeholders, to support them to make better decisions in complex policy contexts. In the reporting period, this included research and engagement with 400 primary beneficiaries, particularly youth, indigenous people and decision-makers. The consultation resulted in a proposal for an innovative collaboration approach to accessing international finance, the Common Pool Investment Approach. The approach will enable small states to identify areas of commonality for investment proposals and projects, increasing cost-effectiveness and learning and enabling the pooling of resources.

The Secretariat took forward gender mainstreaming in all its programmes. It supports gender mainstreaming within more than 60 per cent of the Secretariat's project outputs, and 98 per cent of Secretariat staff have successfully completed the gender mainstreaming e-learning course since April 2020.

Technical assistance was also provided to small states on request, most notably on measuring the economic costs of violence against women and girls in **Lesotho** and **Seychelles** and on gender-responsive budgeting in **Mauritius**. To promote consensus on gender equality in the Commonwealth, the 2022 Commonwealth Women's Forum was held ahead of CHOGM on



the 20–21 June 2022 in Kigali, Rwanda. The Forum brought together more than 500 delegates and 60 speakers from across the Commonwealth to discuss a wide range of issues facing women and girls and to make recommendations to Heads of Government.

## Enabling outcomes

### Innovation and digitalisation

In pursuit of **innovation and digitalisation**, 12 member countries and key stakeholders have adopted Secretariat-facilitated digital/technological solutions and 10 member countries within the regions of Africa and the Caribbean reported that they were benefiting from innovation facilitated by the Secretariat.

### Partnership

The Secretariat continues to work in partnership, especially with Commonwealth Accredited Organisations. In a recent survey, 80 per cent of Commonwealth organisations reported a satisfactory relationship with the Secretariat.

## Internal outcomes and corporate delivery

**The Commonwealth Small States Offices** in Geneva and New York continue to provide an invaluable service to small states to facilitate their engagement with multilateral mechanisms, having adapted to respond to the changing needs of member countries during the pandemic.

The Secretariat's **Communications** teams continue to improve the Secretariat's web content and social media output, keeping stakeholders informed of Commonwealth programmes and positions and increasing their awareness of key global issues that the Secretariat is championing. A more accessible website was launched in February 2022; this targets specific audiences to enhance impact.

Programme and strategic **evaluations** have been completed, and the Secretariat has operationalised the 2021/22–2024/25 Strategic Plan with a new programme and project portfolio. It has scoped and commenced the procurement process for a new portfolio management system that will improve planning, monitoring and reporting to member countries.

### The Events and Protocol and Information

**Technology Services** team delivered efficient and inclusive virtual and hybrid meetings for member countries. The successful delivery of CHOGM 2022 demonstrated seamless work with the host government, closely following protocol and meeting guidelines.

KMPG conducted five internal audits, covering **compliance** in the areas of procurement, cyber security, recruitment, budget monitoring and core financial systems. All five audits received an overall rating of significant assurance with minor improvement opportunities. There were no high-rated management actions. Staff completion rates of the mandatory training courses, which form the Commonwealth Essentials e-Learning programme, have increased. Seven of the nine courses achieved completion rates in excess of 80 per cent, of which three reached the target of 85 per cent or more. The remaining two courses were new and introduced during the period. The monitoring of policy updates and development was introduced along with a policy template to improve consistency of policy format and information, including specific requirements. There were 45 corporate policies, with a further eight identified for development. Seven policies were reviewed.

Following the 2021 internal audit on **procurement**, which achieved a rating of 'significant assurance with minor improvement opportunities', the Secretariat implemented several improvements in 2021/22. It achieved its first certification audit for the International Organization for Standardization 45001 Health and Safety Management standard. External auditors found zero non-conformities or observations, commenting that the organisation had demonstrably gone 'above and beyond' the desired standard. For the first time, in 2021/22 the United Nations Framework Convention on Climate Change certified that the Secretariat had achieved the bronze standard across all required criteria for the **Climate Neutral Now Initiative**.

**Human Resources** has made good progress in reducing the number of vacant posts, with 51 new starters in the past year. The courses run by the Secretariat's Learning and Development section continue to increase in number, scope and popularity. A total of 272 delegates attended in-house courses, with 48 per cent of staff evaluating the courses as beneficial to their work. Staff turnover has remained steady year on year,

with voluntary turnover of 8.2 per cent in this reporting year compared with 9.4 per cent the previous year.

## About this report

This report is created from data reported from the Secretariat's 13 programmes and 45 projects, operationalising the intermediate, cross-cutting, enabling and internal outcomes in the Strategic Results Framework. Secretariat teams reported on delivered activities and outputs, and provided updates on targets against output, project and intermediate outcome indicators. These were reviewed and verified against documentary evidence provided. Secretariat teams provided information on the delivery context, gender and youth mainstreaming, and lessons learned. Delivery context and lessons learned are included in the report in the programmatic sections, as well as in summarised form in the portfolio progress report. Teams completed a 'most significant outcome' form, to describe impact achieved and to evidence whether that outcome had been achieved because of the Secretariat's action or whether the Secretariat had contributed to an outcome led by a member or a partner. The most significant outcome information is included in the report in 'impact story' boxes.

The Secretariat portfolio covers a very wide range of geographic and thematic areas. To bring together the rich diversity of intervention, the Secretariat has used impact pathways – that is, the ways in which the Secretariat achieves change – and member countries as threads throughout the report. Policy and legislative development; institutional capacity-building; networks and knowledge products; and consensus-building and advocacy are mentioned in all sub-sections. Impact story boxes are colour-coded according to the primary impact pathway employed. Impact pathways are one of the lenses in the portfolio's progress update's analysis of contribution. Other important cross-cutting themes – gender equality and social inclusion; youth empowerment; and small and other vulnerable states – are highlighted in colour, as are key enablers such as partnerships. A report map is included on the next page to enable navigation to specific outcome areas.

Impact pathway/cross-cutting theme/enabler	Colour
Policy and legislative development	Magenta
Institutional capacity-building	Orange
Networks and knowledge products	Blue
Consensus-building and advocacy	Grey-blue
Gender equality and social inclusion (e.g. disability)	Teal
Youth empowerment	
Small and other vulnerable states	
Partnerships	Grey

The report has sought to capture positive progress in each area of the Strategic Plan. The Secretariat continues to work to make, evidence and report impact to its member countries.

Report map	Democracy and Governance	Sustainable Development	Resilience and Climate Action	Small and Other Vulnerable States
Strategic outcomes	Greater adherence to Commonwealth values and principles and advancement of good governance	Sustainable and inclusive economic and social development	Climate-resilient and low-carbon development to respond to climate and ocean emergencies	Small and other vulnerable states' needs and concerns addressed in global governance
Intermediate outcomes	<p>1.1 Member countries effectively utilise mechanisms to further adherence to Commonwealth values and principles</p> <p>1.2 Member countries conduct fair, credible and inclusive elections</p> <p>1.3 Public institutions and frameworks in member countries strengthened to promote rule of law, access to justice, human rights and good governance</p>	<p>2.1 Effective trade policy, increased competitiveness and co-operation</p> <p>2.2 Sustainable public finance and debt management</p> <p>2.3 Sustainable, equitable, transparent and effective management, governance and use of the ocean, energy and natural resources</p> <p>2.4 Inclusive and resilient education and health systems</p>	<p>3.1 Enhanced intra-Commonwealth co-operation on sustainable ocean action and energy transition</p> <p>3.2 Enhanced access to financial resources, technology and capacities for climate change adaptation and mitigation</p>	<p>4.1 Policy positions advanced in global governance mechanisms</p> <p>4.2 Reduced vulnerability to shocks and improved fiscal sustainability and access to financing</p>
Cross-cutting outcomes	<p>CC1. Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced</p> <p>CC2. Gender disparities in access to political, social and economic rights and violence against women and girls reduced</p>			
Enabling outcomes	<p>CI Enhanced use of technology, innovation and digitalisation</p> <p>CII. Delivery through co-creative partnerships increased</p>			
Internal outcomes	<p>1. Commonwealth Small States Offices</p> <p>2. Support to the Secretary General: her representation and leadership role</p> <p>3. Improved organisational performance</p> <p>4. Communications</p>			

Figure 1: Countries benefiting from Secretariat delivery in 2021/22



# 45 projects being delivered over 54\* countries

## Togo and Gabon joined the Commonwealth, taking us to 56 member countries



The Commonwealth Climate Finance  
Access Hub unlocked further funding for  
12 countries, with **US\$47.6** million invested

4 international fora attended



**1** Commonwealth Heads of Government Meeting  
**8** ministerial meetings and  
**13** outcome statements



Commonwealth Observer Groups were  
successfully deployed to 5 countries (Saint  
Lucia, Zambia, The Bahamas, The Gambia and  
PNG) and provided dedicated technical  
assistance to 2 more (Cameroon and Jamaica)

\*Due to the timing of CHOGM (mid June 2022) no projects had been delivered in Togo and Gabon

F



**7** countries implementing Blue Charter commitments as specified in Action Group plans



**28** Commonwealth countries actively using Commonwealth Meridian to manage their debt

**58**  publications and toolkits across programme areas



Supported and facilitated policy and legislation development and drafting in 5 member countries – Barbados, The Bahamas, Tonga, Seychelles and Antigua and Barbuda – and across the Pacific



**13** member states, including **8** small and vulnerable states, were supported to increase their trade competitiveness and participation in regional and local supply chains

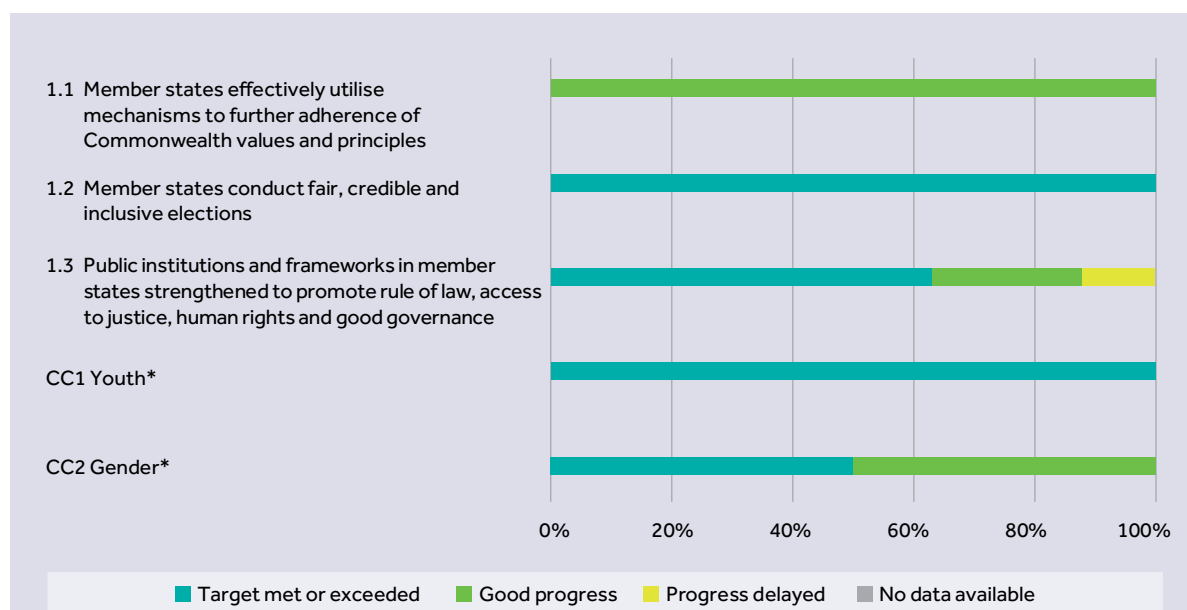


# Democracy and Governance

The Democracy and Governance pillar of the Secretariat's Strategic Plan aims to enable member countries to further adherence to Commonwealth values and principles, through the effective use of Commonwealth mechanisms (outcome 1.1),

the conduct of fair, credible and inclusive elections (outcome 1.2) and the strengthening of institutions and frameworks for the promotion of the rule of law, access to justice, human rights and good governance (outcome 1.3).

**Figure 2: Delivery status of intermediate outcome indicators 2021/22 in Democracy and Governance**



\*Note: The 'CC1 Youth' and 'CC2 Gender' bars here refer to gender and youth-sensitive indicators in the Democracy and Governance pillar of work.

## Commonwealth Values and Principles

The convening of the Commonwealth Heads of Government Meeting (CHOGM) in Kigali, Rwanda, in 2022 was one of the highlights in the outcome area on **member countries' effective utilisation of mechanisms to further adherence to Commonwealth values and principles** in the first year of the Strategic Plan 2021/22–2024/25 (see impact story below). Dialogue with member countries in Africa, the Caribbean and the Pacific was a focus of regional engagement. Technical assistance to member countries on Preventing and Countering Violent Extremism (P/CVE) also enabled member countries to address challenges to peace and stability. Pursuing its commitment to **gender mainstreaming**, the Secretariat furthered inclusive dialogue to enable women's political participation.

The launch of the inaugural Marlborough House Dialogues took place in 2021/22. The Dialogues provide a platform for high-level thought leaders across the Commonwealth to discuss and debate pressing issues affecting the development of free and democratic societies. The first two Dialogues took place in March 2022 and welcomed the two leading candidates in **Kenya's** upcoming general election, Deputy President William Ruto and Former Prime Minister Raila Odinga, to elicit from each of them their commitments to a peaceful election and assurances of a peaceful transfer of power. The Dialogues resulted in both candidates making commitments. The third Marlborough House Dialogue took place in May 2022, when Senior Ministers gathered in Marlborough House for the Senior Officials Meeting and Committee of the Whole. This Dialogue welcomed The Honourable Philip Davis KC MP, Prime Minister

## The Commonwealth Heads of Government Meeting 2022

CHOGM 2022 took place on 20-25 June 2022, in Kigali, Rwanda. A week-long programme of high-level side-events, ministers' meetings and forums – the Commonwealth Youth Forum, the Commonwealth Women's Forum, the Commonwealth Business Forum and the Commonwealth People's Forum – were held in the lead-up to CHOGM.

Over 29 heads of government gathered in Kigali, joined by business, philanthropy and civil society leaders, including Their Royal Highnesses King Charles III and the Queen Consort of the United Kingdom. The theme for CHOGM 2022 was 'Delivering a Common Future: Connecting, Innovating, Transforming.' This theme highlights how the 56 members in the Commonwealth family are 'innovating, connecting and transforming' to help achieve some of its biggest goals, like protecting natural resources and boosting trade. It was chosen because Commonwealth countries are connected by deep-rooted networks of friendship and goodwill. Besides the successful organisation of CHOGM, the key outcomes for the Secretariat were the CHOGM Communiqué and the standalone declarations. These are listed below. All of them have actions planned for their implementation over the next two years:

- The Commonwealth Living Lands Charter - A Commonwealth Call to Action on Living Lands commits all 56 member countries to safeguarding global land resources while taking co-ordinated action on climate change, biodiversity loss and sustainable land management. An action plan for implementation of the Charter's tenets is to be launched for consultation and will enable the Secretariat to support its members in achieving the Charter's ambitions.
- The Declaration on Sustainable Urbanisation is an initiative proposed by Rwanda that builds on previous work and engagement with several Commonwealth Accredited Organisations. The Secretariat will work with Rwanda and related Accredited Organisations in taking forward the commitments made in this Declaration through practical initiatives and policy proposals.
- The Kigali Declaration on Child Care and Protection Reform is another initiative proposed by Rwanda. Rwanda is developing an action plan to implement the key tenets of this over the coming two years, with support from the Secretariat.

Delegates embraced unity and collaboration to tackle issues at the heart of the Commonwealth's values, such as gender equality, youth empowerment, sustainable economic development and climate action. Heads of Government underscored the importance of connecting, innovating and transforming to facilitate a full recovery from the COVID-19 pandemic, achieve the 2030 Agenda and respond to conflicts and crises in ways that increase resilience and progress in delivering a common future, underpinned by sustainability, peace and prosperity, to improve the lives of all the people of the Commonwealth.

of **The Bahamas**, to reflect on 'Commonwealth Leadership in Accelerating Climate Action for Small Island Developing States: Including for Sustainability and Tourism'.

The Secretariat maintained regular bilateral and regional engagement with member countries and international and regional organisations with support from the Political division. Highlights from the reporting period include engagement with two African countries at the highest level, including with regional stakeholders, to encourage them to address concerns related to their democratic and

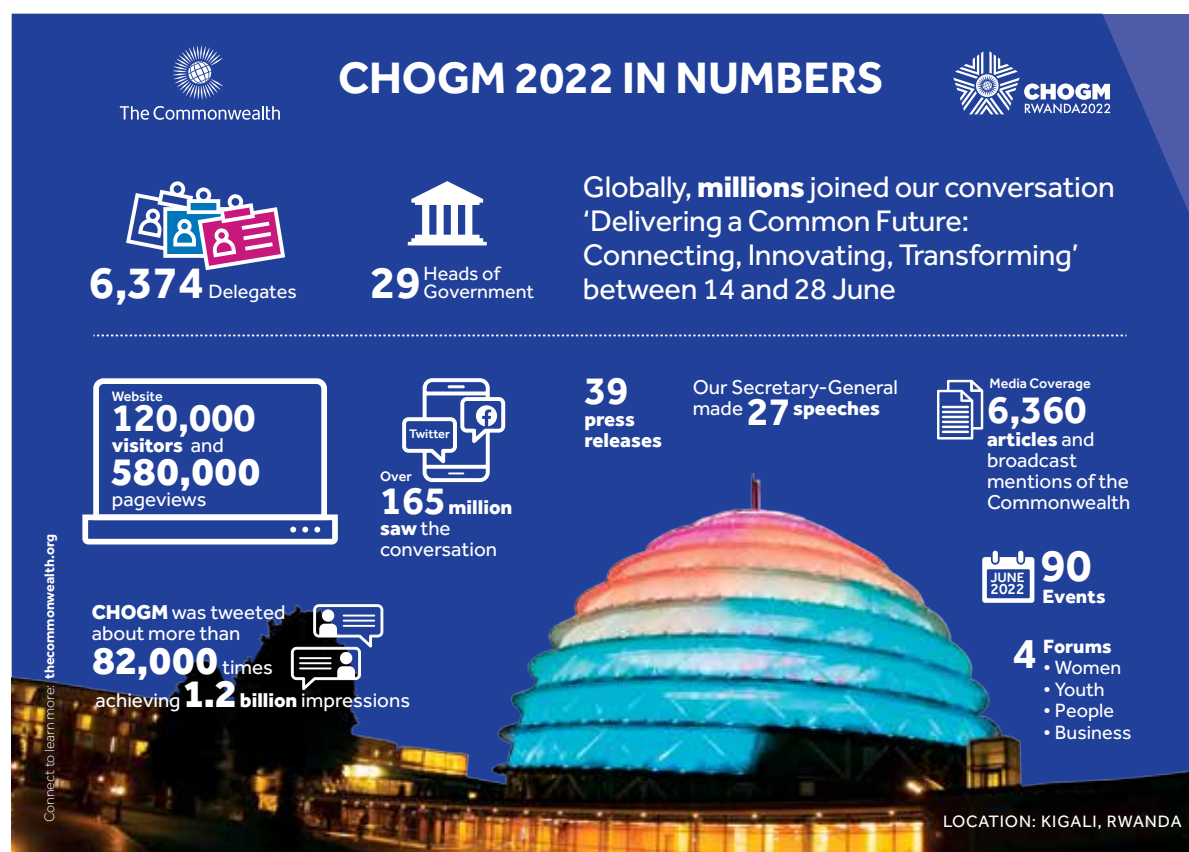
governance standards. A two-year action plan of technical assistance to support constitutional and legislative reform is underway and the Secretariat is closely monitoring developments to ensure these reforms remain on track. Meanwhile, in January 2022, the Secretary-General undertook her first official visit to **Sierra Leone**, during which she met with a broad range of stakeholders, at the highest level, to explore opportunities for collaboration and ways in which the Secretariat could provide support and technical assistance.



The Secretary-General also visited the Caribbean on several occasions and engaged with leaders in the region throughout the reporting period. In January 2022, she travelled to **Antigua and Barbuda, Dominica and Guyana** to explore avenues for greater collaboration with the Secretariat, also meeting with the Secretary-General of the Caribbean Community (CARICOM) in Guyana.

Within the Pacific region, much of the Secretariat's political work focused on relationship-building, which was particularly noteworthy in enhancing awareness of Secretariat-wide work programmes. The Secretariat also provided immediate support to **Tonga** following the volcanic eruption and resulting tsunami that caused immense devastation in January 2022.

Figure 3: CHOGM 2022 in numbers



The Secretariat supports member countries to implement new or more effective policy to counter violent extremism. It adapts a holistic approach, supporting effective **policy and legislative development**, **institutional capacity-building**, facilitating **networks and knowledge products** and maximising **partnerships** to ensure impact. In 2021/22, the Secretariat worked to:

- Strengthen good governance and the rule of law in the management of terrorism and support the systematic review of existing policies;
- Strengthen capacity to address structural drivers, redirect vulnerable individuals and disrupt violent extremism recruitment, especially online;

- Strengthen capacity to rehabilitate and reintegrate radicalised individuals.

The Secretariat directly convened 21 training events; contributed to a further 10 partner meetings; and published training resources, publications and reports (65 activities). These were uniquely tailored to member countries' needs. The Secretariat used multiple forms of **partnership** with external organisations to shape the direction of its work or to provide Commonwealth inputs to relevant programmes led by others. Rather than relying on formal defined partnerships over an extended period, the Secretariat uses formal and informal approaches that can be timebound or activity-related. This collaboration enables progression of longer-term outcomes within

## Impact Story: Tanzania implements a community policing approach

In 2022, the Tanzanian Police Service (TPS) rolled out Community-Oriented Policing, developed in collaboration with the Secretariat since 2018. Effective community policing was identified as an effective approach to help prevent terrorism in Tanzania.

The Secretariat's support started with capacity-building, training and workshops to facilitate the understanding of the community-oriented policing approach. Field research was conducted to understand existing policy approaches, community perceptions and how these impact counter-terrorism work. The findings informed policy discussions to identify better ways of policing for the purposes of terrorism prevention.

Following training and field research by the Secretariat, stakeholders in Tanzania opted to integrate community policing in counter-extremism efforts through the creation of a training curriculum and guidelines on Community-Oriented Policing (COP) to Counter Terrorism, operationalised in 2022 across Tanzania.

The Secretariat worked with TPS to train 150 police officers and police training college instructors in Mtwara and Tanga to develop an understanding of why the COP-CVE policy was so important and to effectively train others in the COP-CVE method. The training programme is now integrated into the police training colleges and is part of the in-service training approach of TPS.

TPS and the Secretariat's CVE unit also worked to make sure these resources reached the widest possible audience of police officers in Tanzania. A formal training module on COP, Swahili language training manuals and Swahili language video training resources were made available. TPS's ownership in the development of the training curriculum, manuals and videos has ensured longevity and local understanding and buy-in, maximising efficacy and impact.

In 2022, the Inspector General of Police sent these policy documents and training packs to every police post and training academy in the country. This demonstrates the great importance that TPS places on COP, and its commitment to trying to implement COP from the top to the bottom. It is estimated that 20,000 police officers will review these resources and be supported to implement community-oriented approaches to policing as part of a holistic CVE strategy.

*'Our team just came back from the field yesterday. Great success of the programme in the two regions, national level and police academies. All police academies have infused P/CVE in the training modules. The cohort of police officers we saw at the Dar es Salaam police academy when you were here is the first beneficiary of the revised curriculum incorporating P/CVE. We talked to some of them when in Mtwara and Tanga, and they all narrated interesting positive changes in the police force and community. We received very positive narratives about the videos that have been circulated in all the regions. It is so impressive.'*

Dr John Walwa, University of Dar es Salaam

available resources. The Secretariat selects partners who have their own niche areas of expertise in P/CVE that can afford new insights into the Commonwealth, or where the Commonwealth can bring to a wider-focused project the distinct needs or perspectives of the Commonwealth. The Commonwealth's work in P/CVE is enabled by extra budgetary resource (EBR) funding from the Government of Australia.

The Secretariat is pursuing an increase in effective political participation of youth and women, through a project on inclusive dialogue and women's political participation, focused particularly on **institutional capacity-building**. In 2021/22, the Secretariat convened multi-stakeholder workshops. Young people from civil society organisations reported increased understanding of barriers to greater women's political participation and were able to share their concerns. Key stakeholders in **Malawi**,

## Impact Story: Advancing inclusive leadership for good governance and social transformation in the Caribbean

In April 2022, the Secretariat delivered a Pan-Caribbean workshop on leadership for good governance and social transformation in Bridgetown, Barbados, in partnership with UN Women and Caribbean Women in Leadership. Female leaders from 12 Commonwealth member countries were able to network and share best practice on women's leadership, good governance, social transformation and sustainable development.

Delegates focused on the concept, principles and practice of transformational leadership, highlighted the barriers to women's political participation, identified opportunities to promote gender equality in parliamentary processes and shared strategies for strengthening good governance and gender-responsive development, especially in the post-COVID pandemic context. Delegates further reflected on good practices in affirmative actions, successful mechanisms and effective strategies for advancing women's parliamentary leadership, good governance and sustainable development. Participants deliberated on how to replicate these practices at regional, national and local levels.

The workshop employed an experiential approach, utilising tools and case studies to support discussions. Participants had the opportunity to engage with regional and international specialists in politics, gender and development, who facilitated dialogue, knowledge-sharing and exchanges by demonstrating a transformational leadership approach to good governance.

The workshop concluded with a renewed commitment to the advancement of gender equality and to implement the Convention on the Elimination of All Forms of Discrimination Against Women. The Secretariat collected commitments and recommendations in a publication, *Workshop on Leadership for Good Governance and Social Transformation in the Caribbean*. Delegates will act as champions for the introduction of gender-responsive legislation and policy, strengthening women's participation in decision-making processes and eliminating institutional barriers for women.

### Solomon Islands and the Caribbean region

affirmed their commitment to women's political participation during virtual dialogues convened by the Secretariat.

The convening of these events has enabled the Secretariat to learn the essential components of effective political participation processes. First, all parties, including civil society, must view the inclusion process as trustworthy. Trust can be built through effective communication on the purpose of the inclusion process, who will benefit and how the participants' views will be reflected in the design of the process itself, as well as transparency in its implementation. The second condition is extensive consultation. The Secretariat will include these lessons in future efforts to foster youth and gender mainstreaming in its work to advance Commonwealth values and principles. This project is enabled by EBR from the Government of Australia.

## Impact Story: Commonwealth Election Professionals' network jointly problem-solve election challenges

The CEP initiative, now in its third and final phase, creates impact at a number of levels. First, it raises individual participants' knowledge, understanding and application of key electoral issues through capacity-building events. Second, and in the longer term, it translates this individual impact to an institutional level, as evidenced through career progression of CEP participants, and the uptake of their recommendations by EMB management, enhancing the credibility, inclusivity and transparency of the EMB's policies and practices. Finally, the building and nurturing of regional networks of electoral professionals provides peer support and the sharing of emerging good practice.

Following the Africa region training event held in Accra, Ghana, in November 2021, 89 per cent of the 18 participants from 15 regional EMBs 'strongly agreed' and 11 per cent 'agreed' that participation had enhanced their performance as electoral administrators.

Following the training event, participants established a WhatsApp group to request and share knowledge, policies and good practice and to jointly problem-solve electoral challenges. Issues discussed have included the 'COVID-secure' updating of the electoral roll ahead of local elections in Mauritius; the sharing of training materials by Mozambique, South Africa and the Zanzibar Electoral Commission; **progress made by female and youth candidates** in the 2022 local elections in Botswana; the sharing of voter information and education resources in Kenya; information on online voting policies and practices in Malawi; and a request for policies and good practice on counting ballots at polling stations rather than a centralised count centre in Botswana.

*'Learning from my colleagues in the CEP network and given the COVID-19 context, I championed the creation of an online window for the public to check and confirm their details on the National Voters Register in Uganda. This made the Register more accessible while reducing the health risk to the public to view the register physically as was originally the norm. I find myself learning something new in my role courtesy of the exchanges that I have with my CEP network.'*

CEP alumnus from Uganda

Beyond the Africa region, the established CEP online community continues to thrive. Findings from the June 2022 CEP Impact & Evaluation Survey indicate that 55 per cent of project participants had sought advice from fellow alumni on election-related issues in the previous 12 months, including on electoral (legal) frameworks; GIS mapping; dispute resolution mechanisms; the set-up and operation of election situation rooms; results management systems; training of the temporary electoral workforce; and the conduct of COVID-secure electoral operations.

Since the onset of the COVID-19 pandemic in March 2021, the CEP initiative has explored further mechanisms to re-engage with its alumni, and to reinforce and expand learning and foster knowledge exchange and peer support, including through the conduct of regional meetings. These virtual meetings carry the additional advantage of forging connections between Commonwealth regions – for example between Africa and the Caribbean and the Americas – amplifying project impact.

Election management is typically described as a never-ending journey: there is no such thing as the 'perfect' election; inclusivity, transparency, efficiency and credibility can always be advanced. Positive change is generally incremental, consisting of small steps based on evaluation and lessons learned. Since 2013, the CEP Initiative has played a fundamental role in facilitating the exchange of good electoral practice between Commonwealth EMBs, enabling participating election professionals to share policies, procedures and knowledge through a trusted platform, and to learn from the experience of regional EMBs facing similar issues. This impact is a direct result of the project, and attributable to the networks that the CEP initiative has created and fostered. The CEP project is funded by the Government of Australia through an EBR.

## Impact Story: Leveraging Commonwealth partnerships to ensure legislative drafting capacity in small states

To further rule of law frameworks and improve legislative drafting and law reform capacity, the Secretariat **partnered** with the Organisation of Eastern Caribbean States, the Commonwealth Association of Legislative Counsel, the Commonwealth Association of Law Reform Agencies and Athabasca University. Leveraging this partnership and peer-to-peer support, the Secretariat and Trinidad and Tobago's Legislative Drafting Office has been providing practical mentoring of legislative drafters and law reformers in **small states** of the region. The Secretariat is in discussions with Botswana for a similar arrangement in the Southern Africa region, enabling small states there to access peer-to-peer capacity support on legislative drafting.

Many small Commonwealth member countries face challenges in the day-to-day operations of their legislative drafting and law reform offices, as a result of shortages of staff with sufficient knowledge and practical experience in legislative drafting and/or law reform. Insufficient or non-existent on-the-job training to enable staff to successfully deliver fit-for-purpose legislation and/or law reform projects is also a challenge. The exchange initiative put in place by the Secretariat in the Caribbean region can provide a blueprint for a solution, to be replicated in other Commonwealth regions.

The exchange initiative in the Caribbean region was successfully launched, virtually, because of COVID-19, in June 2021, and is yielding positive results. Through practical training, advice and guidance provided by Trinidad and Tobago's Legislative Drafting Office, mentees are able to better accomplish the legislative and law reform goals of their respective countries.

*'The exercise has been extremely beneficial to all the countries involved and for the region as a whole. The COVID-19 pandemic has highlighted the need for greater regional co-operation. Reform policies and legislation would drive any kind of fundamental changes. The programme also allows attorneys in government in Trinidad and Tobago to be in contact with and to form working relationships with their peers around the region.'*

Feedback from the Law Reform Commission

The strength of the approach lies in a practical, hands-on nature, whereby the mentees work on their countries' live legislative drafting and law reform files. The mentees receive both practical and theoretical advice in respect of the challenges they are encountering and that are hampering the correct completion and delivery of their assignments.

The advice could be regarding the application of legislative principles, or the practical translation of government policy into legislative form that is constitutionally sound and compliant. The mentees also receive practical advice and mentoring regarding the production of sound law reform projects. Feedback from the mentees indicated that there was a better understanding of the law reform process, the role of the law reform practitioner and how law reform projects were to be approached. The country rendering assistance is also benefiting from the interaction, tapping into the expertise and abilities of the mentees.

## Elections

Supporting **member countries to conduct fair, credible and inclusive elections**, the Secretariat took forward a full-cycle approach to strengthen electoral processes. The election programme's approach integrates the Secretariat's time-tested Commonwealth Observer Group (COG) provision during elections, with pre- and post-election

**institutional capacity-building, policy and legislative development** advisory to implement COG recommendations and facilitating **networks and knowledge products**. Developing a self-sustaining peer network among Commonwealth Election Professionals (CEPs) across the Commonwealth is one of the key sustainable results of the election programme.

Programme achievements in 2021/22 include successful deployment of COGs in **The Bahamas, The Gambia, Saint Lucia, Papua New Guinea and Zambia**. The Secretariat made significant efforts to better track the status of implementation of COG recommendations. A new annex is now included in COG reports that tracks implementation status, while work on a recommendations database is ongoing. Quantitative analysis and a narrative, contextual analysis of implementation are included in the programme's reporting.

**Cameroon and Jamaica's** Election Management Bodies (EMBs) received dedicated technical assistance to strengthen implementation of COG recommendations. In **Cameroon**, the Secretariat supported capacity-building for Elections Cameroon (ELECAM) staff, embedding training at every level of the organisation in three phases to ensure sustainable institutional-level impact. Phase 1 provided a training of trainers workshop for 35 senior officials of ELECAM head office and some branches, and phase 2 provided training for senior managers. Phase 3, completed in 2022, saw training cascaded to the 10 regions in Cameroon, strengthening ELECAM's capacity to deliver credible elections. The Secretariat will monitor the impact of this capacity-building in the country.

## Public Institutions

In 2021/22, the Secretariat focused on **institutional capacity-building** and **policy and legislative development** to advance Strategic Plan outcome **1.3: public institutions and frameworks in member countries strengthened to promote the rule of law, access to justice, human rights and good governance**. **Partnership** work enabled strengthening legislative drafting and law reform capacity in the Caribbean. Technical assistance through the **Commonwealth Small States Office** enabled greater participation of **small and other vulnerable states** in international human rights mechanisms and progressive implementation of outcomes. The Secretariat redoubled efforts to support member countries in anti-corruption efforts, facilitating adoption of the Commonwealth Anti-Corruption Benchmarks and furthering the capacity of Anti-Corruption Commissions.

Furthering the 2018 mandate from Heads of Government on the Commonwealth Cyber Declaration, reaffirmed at CHOGM 2022, the Secretariat used its consensus-building and

advocacy pathway to advance regional discussions on cyber-crime in the Caribbean. The Secretariat convened 12 Commonwealth countries' experts in finance and criminal justice, as well as representatives from governments, law schools and regional organisations, to identify practical solutions to cyber-crime in the region. The conference promoted a whole-of-government approach to cyber-crime and fostered a better understanding of the theoretical basis of and practical approaches to handling electronic evidence in criminal justice trials; the national co-ordination and co-operation required for the investigation of cyber-crime; and effective national co-ordination in cross-border co-operation through Mutual Legal Assistance in Criminal Matters. Ninety-nine of the participants surveyed said the conference was timely and comprehensively addressed the issue of cyber-crime in the region.

The regional discussions resulted in a request for technical assistance from Belize for national **capacity-building** on cyber-crime. The proposal for a regional plan of action to establish and upskill police forces on cyber-crime and the formation of Computer Incident Response Teams was another key outcome of the meeting that should result in increased prosecutions.

In July 2022, the Secretariat launched the Cyber Frameworks Fellowship. Fellows will explore solutions to cyber-crime in Africa and provide advice and knowledge products for African member countries involved in efforts by the United Nations General Assembly and others to develop an international cyber-crime treaty. Work taking forward the Commonwealth Cyber Declaration is possible thanks to EBR provided by the Government of the United Kingdom.

## Human Rights

Continuing to strengthen **human rights** promotion in Commonwealth countries, in 2021/22 the Secretariat raised awareness on priority human rights issues to the satisfaction of stakeholders using the **consensus-building and advocacy** pathway. The Secretariat facilitated member countries' review and revision of the Commonwealth Media Principles as directed by the Meeting of Senior Officials of Commonwealth Law Ministries.



## Impact Story: Commonwealth small states better able to engage with human rights mechanisms

The Commonwealth **small and other vulnerable states** continue to face significant challenges in their effective and sustainable engagement with United Nations human rights mechanisms. Challenges include limited capacity in the public service and institutions, limited resources to deal with a growing number of international human rights obligations, and human and financial resource constraints in establishing a permanent presence in Geneva. Supporting Commonwealth small and other vulnerable states' engagement has been one of the key priorities for the Secretariat, seeking to enable:

- Greater voice and visibility for small states in the United Nations Human Rights Council (HRC) mechanisms, including the Universal Periodic Review (UPR);
- Reduction of reporting backlogs and improved co-operation with treaty bodies;
- Improved implementation of UPR recommendations;
- More robust and efficient national human rights institutions and other national implementing mechanisms.

Using the consensus-building and advocacy pathway, the Secretariat supported the creation of an informal Commonwealth group in Geneva, which now shares information and exchanges views prior to each HRC regular session. During such informal meetings, member countries also recognised an information gap between the Commonwealth missions in Geneva and New York on the Council's work and outcomes, which led to the first post-HRC briefing for the New York-based member countries.

While the primary outcome of the Geneva-based assistance is effective engagement with United Nations human rights mechanisms, such assistance has also led to in-country **institutional capacity-building** based on the specific needs of members. This also highlights the significant long-term impact that Geneva-based assistance could make in the Commonwealth **small and other vulnerable states** and contributes to the sustainability of our Geneva-based work.

In-country support presents an opportunity to build overall inter-agency capacity and co-ordination within the government and to improve collaboration with national human rights Institutions, civil society, parliament etc. This collaboration can enable member countries to undertake their reporting, implementation and monitoring of accepted recommendations from the United Nations human rights mechanisms in an effective and sustainable manner, which in turn reinforces the Geneva-based assistance provided to member countries.

In-country support has allowed member countries, including Belize, The Gambia and Lesotho, to initiate the drafting of national reports to treaty bodies that have been overdue for over 10 years.

It is expected that some of these countries will submit these reports at least by the end of 2022. In-country assistance has also led to the establishment or strengthening of national mechanisms for implementation, reporting and follow-up in the aforementioned member countries. This will strengthen their capacity to systematically implement the relevant recommendations and track their progress as well as reporting on outcomes. As the UPR mechanism is entering its fourth cycle, the Secretariat has an increased focus on providing technical assistance to member countries on the sustainable implementation of recommendations and ensuring that strengthened national mechanisms will have a vital role to play in this regard.

In assisting the Commonwealth small and other vulnerable states engaging United Nations human rights mechanisms, the Secretariat continued to work in partnership with the Office of the United Nations High Commissioner for Human Rights and in 2021/22 established a new partnership with the Geneva Academy of International Humanitarian Law and Human Rights. These partnerships have contributed to the Secretariat's increased engagement with member countries and enhanced visibility in Geneva.

Pursuing an intersectional approach to **equality and non-discrimination**, the Secretariat published a Good Practice Guide on the elimination of child, early and forced marriage. This will be presented to the Commonwealth Law Ministers Meeting in November 2021 with a recommendation to endorse and implement best practices. The Secretariat will provide technical assistance to member countries, looking to implement the guide and other provisions within the Convention on the Elimination of All Forms of Discrimination Against Women. A national needs assessment on **disability rights** was carried out in **Seychelles**, with the Secretariat and government using the report to develop a national awareness-raising and long-term **capacity-building** programme. Another disability needs assessment will be conducted in Antigua and Barbuda in 2022/23. Awareness-raising activities on human rights and sport and equality and non-discrimination were hosted in **partnership** with Kopano and The Other Foundation of South Africa.

With a view towards **institutional capacity-building** for member countries to progressively implement outcomes from human rights instruments and mechanisms, the Secretariat partnered in a pilot project on two Focused Treaty Body Reviews, in **Grenada** and **Sierra Leone**, sharing findings with Geneva-based missions. Furthermore, the Secretariat completed a research survey on National Mechanisms for Reporting and Follow-up in the Commonwealth, with a view to further strengthening these essential domestic frameworks to protect and promote human rights.

## Anti-corruption

In relation to anti-corruption, in 2021/22 the Secretariat made strides in providing **policy and legislative development** and **institutional capacity-building** to member countries.

**The Commonwealth Anti-Corruption Benchmarks** were adopted at CHOGM in Kigali in 2022, following development and advocacy from the Secretariat. The Benchmarks are a tool with the ambition and scope to set minimum standards for anti-corruption measures across civic and commercial life. The Secretariat is committed to implementing the Benchmarks in co-operation with government partners throughout the Commonwealth. Prior to adoption, **Trinidad and Tobago** received support with implementation of the framework, particularly as it concerns public

'Our Association is deeply indebted to the Commonwealth Secretariat for its unstinting assistance. The Commonwealth Caribbean Association of Integrity Commissions and Anti-Corruption Bodies is still in its nascent stage and the waters through which our ship must sail in its battle against corruption are fundamentally uncharted. The Commonwealth Secretariat has been an invaluable pilot; guiding, advising, encouraging.'

Justice Melville Baird, Chair of the Trinidad and Tobago Integrity Commission

sector governance and procurement. This involved development of the Audit and Implementation Roadmap, a supplementary resource to assist partners to implement the Benchmarks. Officials from the Trinidad and Tobago central law ministry and police expressed satisfaction with the training provided and stated their intention to push forward with Benchmark implementation. The Secretariat anticipates further requests to follow from the endorsement at CHOGM 2022.

In addition, the Secretariat supported Anti-Corruption Agencies (ACAs) in member countries, including **Malawi, St Kitts and Nevis, and Zambia**. Support focused on institutional reforms of procedures and policies and on capacity-building of officers in corruption prevention, investigation, prosecution and public education. From implementing this support, the Secretariat learned that ACAs benefit significantly from networking and benchmarking with similar institutions. There is a willingness to share tools and innovations, as evidenced by the current development of the Secretariat's Association of Anti-Corruption Agencies' matrix of agencies' respective comparative advantages. Another key learning is that ACAs are most effective when they concentrate efforts on factors they can control and can influence, narrowing their focus of operation and managing expectations according to resources available.



'We can all take pride in the fact that Commonwealth countries in the region are making progress in strengthening their legal frameworks and in building their institutional capacity to tackle bribery and abuse of office.'

Former Prime Minister of Grenada,  
The Right Honourable Keith Mitchell

## Rule of Law

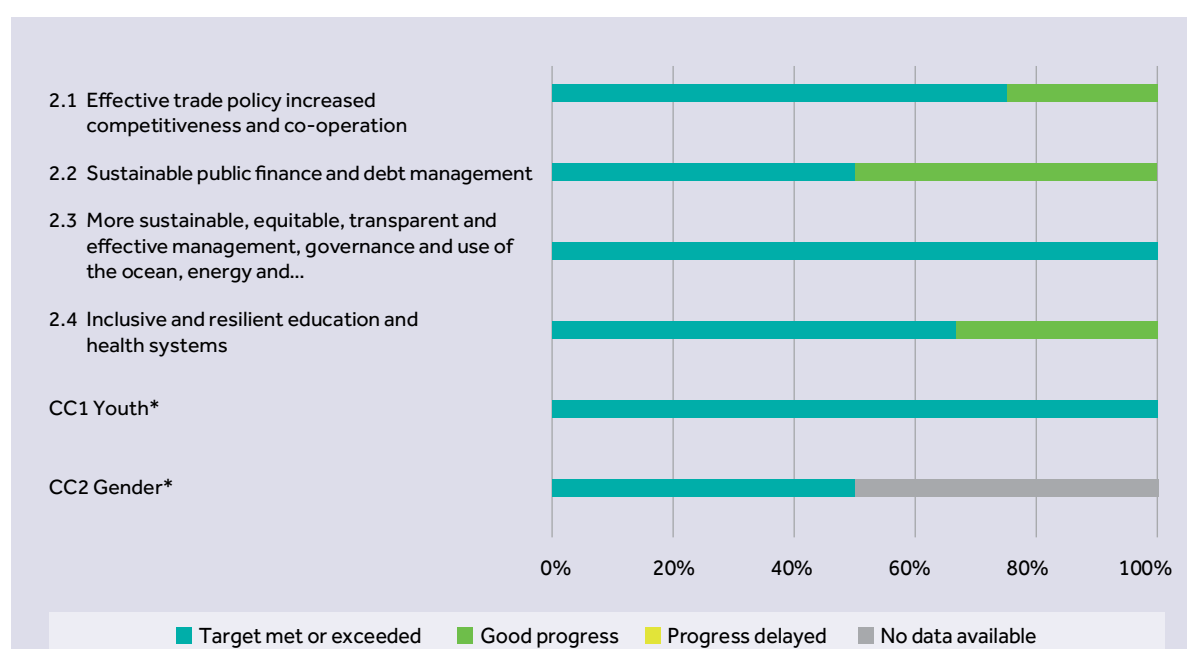
The Office of Civil and Criminal Justice Reform is supporting **The Bahamas** defence force with the enhancement and strengthening of its military justice system. With the support of His Honour Judge Alan Large, Judge Advocate General of the United Kingdom, and the International Team of the United Kingdom Judicial Office, the Secretariat assessed justice reform needs and how to best support efforts. Representatives of the Royal Bahamas Defence Force and of Antigua and Barbuda, Barbados, Guyana, Jamaica, and Trinidad and Tobago convened with the Secretariat in Nassau in May 2022. Key outcomes included general agreement on the development of regional model laws for military justice, including on summary and court martial, followed by technical assistance to tailor the legislation to fit each country's unique needs. The parties also discussed memoranda of understanding between the Caribbean countries to support intra-island court martial and other military justice processes. The Secretariat has since received a formal request to draft said model laws. At the end of 2021, the Secretariat distributed a scoping survey to all High Commissions to gauge their country's interest in military justice reform assistance. The Secretariat received a total of 30 responses. The great majority of responses were positive and supportive of this work; in particular, member countries from four of the five Commonwealth regions requested assistance or offered to share experiences and expertise to support military justice reform.

# Sustainable Development

The Sustainable Development pillar of the Secretariat's Strategic Plan aims to enable sustainable and inclusive economic and social development. This includes enabling effective trade policy, increased trade competitiveness and co-operation on the Commonwealth Connectivity Agenda for Trade and Investment (outcome

2.1); support for sustainable public finance and debt management (outcome 2.2); effective management, governance and use of the ocean, energy and natural resources (outcome 2.3); and support for inclusive and resilient education and health systems (outcome 2.4).

Figure 4: Delivery status of intermediate outcomes indicators 2021/21 in Sustainable Development



\*Note: The 'CC1 Youth' and 'CC2 Gender' bars here refer to gender and youth-sensitive indicators in the Sustainable Development pillar of work.

## Trade

Pursuing **effective trade policy, increasing trade competitiveness and co-operation on the Commonwealth Connectivity Agenda for Trade and Investment** in 2021/22, the Secretariat prioritised support to **small and other vulnerable states** to enhance their transition towards sustainable markets and to advance small states' positions in international and multilateral trade fora. The Secretariat also advanced partnerships to enable **gender-equitable** trade development.

Technical assistance and capacity-building support was provided for 13 member countries, including eight small and vulnerable states: **Barbados, Belize, Botswana, Brunei Darussalam, The Gambia, Lesotho, Seychelles and Tonga**. Assistance aimed

at strengthening their export competitiveness and increasing their participation in regional and local supply chains through the adoption of digital technologies and e-commerce, and the implementation of policies and strategies for regulatory reforms. National Export Strategies prepared for **Malawi** and **The Gambia** were adopted and launched by the President and Vice-President, respectively. The Investment Facilitation and Promotion Strategy developed for **Tonga** has been endorsed by the Cabinet for implementation. Implementation of this will support the recovery plan of the country following the devastation caused by Cyclone Gita to the country's economy.

The Secretariat successfully led the development and signing of two partnership memoranda of understanding (MOUs), with the International Islamic Trade Finance Corporation (ITFC) and the International Trade Centre (ITC). The ITFC has committed additional extra budgetary resources (EBR) to support technical assistance initiatives in **Cameroon** and **Pakistan**. Funding will be used to train 100 women entrepreneurs in **Cameroon** through a digital boot camp. These funds have been allocated for work in the 2022/23 financial year. The ITC MOU, with the accompanying action plan, will enable the Secretariat leverage on the more extensive technical expertise of the organisation to **support women entrepreneurs** under the SheTrades initiative, with impact anticipated in the coming financial year.

Early engagement with government officials and other relevant stakeholders in the various stages of the design and delivery of initiatives has been one of the key lessons learned for the Trade Competitiveness project, as this ensures local ownership and increases the chances that recommended actions will be implemented. The participation of private sector representatives in stakeholder consultations means that these actors can follow up with the government to ensure the project delivers on its various outputs.

The Secretariat has continued to work to support the voices of **small and other vulnerable states** in global governance mechanisms to ensure their concerns are heard and sustainable development is prioritised. The two Trade Advisers at the Commonwealth Small States Office in Geneva supported small state members, especially in the Pacific and the Eastern Caribbean, to prepare

### Impact Story: Commonwealth Small States Trade Finance Facility increases access to finance for **small and other vulnerable states**

The Commonwealth Trade Finance Facility was set up to support access to finance for small and other vulnerable states by encouraging international banks to make more trade finance available to them. The economies of small states are highly import-dependent, especially for end-consumer goods and fuels. Lack of domestic capacity in the financial sector to support trade and a lack of access to the international financial system are significant barriers to trade. Challenges facing small states in accessing trade finance include weak credit ratings, reluctance of global providers to extend term lines, volatile global market conditions, the high cost of finance, short tenures, absence of domestic export credit agencies, immature sector markets and financiers' wariness of untested goods and services from small and medium enterprises (SMEs).

The objective of the Commonwealth Small States Trade Finance Facility is to promote and facilitate an enhanced flow of trade and investment to and from small states and to improve international trade finance access by financial institutions and business enterprises. The Facility is expected to increase and sustain trade flows and address the risk of smaller banks and smaller countries being excluded from standard trade finance facilities as a result of increased regulatory costs and higher perceived risk. The banks participating in the scheme will receive credit enhancement support through an innovative blended finance programme developed by the Commonwealth Secretariat and supported by **India, Malta, Mauritius** and **Sri Lanka** with a grant of US\$5 million.

Despite the initial effort that went into setting up the Facility, a myriad of challenges meant the first three years of the pilot phase ended with no tangible transaction attributed to the scheme. Following a review by the Secretariat and with the support of the donor member countries, the Facility was extended for a further three-year period. The first successful transaction was completed in 2021/22 and demonstrates the viability of the scheme. The beneficiary was an SME in **Mauritius** that would not have been able to access the finance needed to complete the trade transaction without the Facility's guarantee. The Facility is designed to be scalable; supported by findings from the scoping research commissioned at its commencement, it is anticipated that Commonwealth small states will have access to up to US\$300 million of incremental trade finance over a three-year period when the Facility is fully operationalised.

## Impact Story: Commonwealth programme of action supports the LDC development agenda

The world's 46 LDCs, including 14 that are members of the Commonwealth,<sup>1</sup> face multiple challenges that hinder their socio-economic development and structural transformation. Poor infrastructure, digital divides and structural constraints hamper these economies and impede productivity and economic growth. Climate change and natural disasters compound these challenges and create deep-seated vulnerabilities. Recently, the COVID-19 pandemic, supply chain disruptions and the threat of food insecurity have amplified the social and economic challenges facing LDCs, creating renewed urgency to tackle their developmental constraints and build resilience to future shocks. Multilateral trade provides opportunities to address these challenges. The Secretariat is providing evidence-based **knowledge products** and using its convening power to advocate for small states' positions in multilateral trade.

LDC5 was scheduled for March 2022 to adopt a new decade-long programme of action to accelerate LDC development to achieve the Sustainable Development Goals (SDGs). The Secretariat undertook analytical work, capacity-building, and outreach and advocacy activities to contribute to this process, support international consensus-building and enable LDC members to propose concrete actions.

The Secretariat prepared and launched a major digitised report in February 2022, which reviewed Commonwealth LDCs' economic and trade performance during the previous Istanbul Programme of Action (2011–2020) and drew lessons for the future.

Using evidence-based analysis, the report proposed a 10-point Commonwealth programme of action for LDCs to guide future national, regional and multilateral policies and strategies and develop **partnerships** to boost LDC development. This Commonwealth programme of action was shared via the United Nations LDC Portal to reach a wider global audience. To assist members with their LDC5 preparations, the Secretariat delivered a capacity-building workshop for Commonwealth LDC members and recent graduates. Senior officials from Bangladesh, Malawi, Mozambique, Rwanda, Sierra Leone, Solomon Islands, Uganda and Zambia attended this workshop.

The publication of the report ahead of LDC5 provided a readily available analytical resource for LDCs' deliberations with international development partners. The workshop discussions equipped senior officials with up-to-date insights and recommendations to help them devise well-informed priorities for an ambitious new programme of action. It also presented an opportunity for the participating officials to fine-tune their preparations and refine their positions for the ensuing discussions and negotiations at LDC5.

The new Doha Programme of Action for the LDCs (2022–2031) was adopted on 17 March 2022. The Secretariat contributed to member countries' enhanced understanding of the plan and their priority interests, which enabled more effective engagement at LDC5. This consistent support will continue as LDCs and their development partners commence implementation of the plan in 2022/23 with a key meeting in Doha.

In addition to support to member countries, the Secretariat's research and insights were published by the Organisation for Economic Co-operation and Development (OECD) and the World Economic Forum (WEF), raising visibility and awareness of the Commonwealth's work supporting economic transformation and development in LDCs.

1 \*Bangladesh, The Gambia, Kiribati, Lesotho, Malawi, Mozambique, Rwanda, Sierra Leone, Solomon Islands, Tanzania, Togo, Tuvalu, Uganda and Zambia. Vanuatu graduated from the LDC category in December 2020.

## Impact Story: The Secretariat builds capacity for debt management and provides system support to member countries during the COVID-19 pandemic

When the world went into lockdown in 2020, pandemic-related travel restrictions introduced significant risks to capacity-building for the Secretariat's new web-based public debt management system, Commonwealth Meridian. Government DMOs experienced added pressure as debt management became a focal point, given the increasing levels of pandemic-related borrowing required to secure livelihoods.

In response, the Secretariat produced a suite of eight e-learning courses on Commonwealth Meridian to build the capacity of debt management officials. The courses were uniquely designed to target a wide range of diverse audiences, from debt recording officers to senior debt managers, and IT staff supporting Commonwealth Meridian. By end-June 2022, 107 persons had been trained via the e-learning platform across eight topics, ranging from debt audit and securities to debt evaluations and analysis.

With the roll-out of these e-learning courses and the use of the web-based Commonwealth Meridian, the Secretariat's adaptive approach strengthened capacity for its implementation. DMOs that had migrated to the new web-based system were able to access their debt data while out of the office, and thus could provide valuable information and inputs to decision-makers when called upon. For example, following training from the Secretariat and successful migration onto the new system, the Ministry of Finance in the British Virgin Islands used data from Commonwealth Meridian to develop its Medium-Term Debt Strategy with the aim of effectively managing its debt portfolios. The Government of the British Virgin Islands acknowledged the Secretariat's assistance in the published 2022–2025 strategy document.

for the World Trade Organization (WTO) 12th Ministerial Conference in June 2021 by delivering five virtual capacity-building workshops on issues of interest to small states.

Analytical work and advisory services on multilateral trade and new and emerging trade issues have continued to grow, to improve understanding of these issues and build capacity to engage at the WTO more effectively. During the reporting period, New Zealand convened the Third Meeting of the Commonwealth WTO Caucus in Geneva to examine the linkages between trade, climate change and natural disasters. The Secretariat also successfully led the development and signing of two MOUs, with the WTO and the United Nations Conference on Trade and Development (UNCTAD), which will enable more joint action to support small and other vulnerable states. The Secretariat worked closely with **Maldives** on increasing its intra-Commonwealth trade in sustainable fisheries.

The Secretariat undertook pioneering analytical work in response to emerging issues in the global economy and their implications for member countries, with 29 publications released, on a range of topics, including food security, maritime trade,

trade and environment, triangular supply chains and post-COVID recovery. During the reporting period, there were more than 6,000 downloads and online views of these publications and 22,000 downloads of earlier work. Extensive support was provided to the Commonwealth's 14 least developed country (LDC) members to assist with their preparations for the Fifth United Nations Conference on the LDCs (LDC5). The Secretariat jointly organised eight events with 27 international, regional and national partners on various trade-related issues, including the Fourth Oceans Forum in Geneva, together with UNCTAD, and business events ahead of the 2022 Commonwealth Games in Birmingham.

Through its [connectivity and networks](#) agenda, the Secretariat facilitated and established connections for the exchange of knowledge, ideas and innovations between member countries. The Secretariat supported members to deliver the CHOGM mandate on the Commonwealth Connectivity Agenda on Trade and Investment. Technical support was provided to implement the Connectivity Action Plans and the Secretariat continued to support the work of the Clusters and their thematic focus.

## Debt Management

Pursuing **sustainable public finance and debt management**, in 2021/22 the Secretariat supported members to **strengthen their capacity** to meet financing needs and payment obligations, while advocating for systemic solutions to reduce **small and other vulnerable states'** debt burden and vulnerability. Many small states are emerging from the COVID-19 pandemic with elevated risks of debt distress resulting from increased government spending, reduced revenue collection and the realisation of contingent liabilities. Under these circumstances, the stock of debt and debt servicing obligations have increased to unprecedented levels.

The Secretariat supported debt sustainability through ongoing technical assistance to develop **policy and legislation** for the management of public finance, and for the development of government domestic debt markets and institutions.

The Secretariat built **institutional capacity** through advisory on key debt management issues, for example public private partnerships (PPPs) and provision of the debt management system Meridian.

The Secretariat hosted a round of virtual discussions with country officials throughout the Commonwealth Caribbean on various debt management topics, including PPP training for

### Impact Story: The Secretariat's energy local content development support builds competitiveness for Barbados' emerging energy sector

The Secretariat has assisted the Government of Barbados with petroleum sector reform since 2020. Prior to this, there was no pre-existing policy or legislative frameworks to support citizens and local businesses to benefit from economic opportunities arising from the energy sector. Developing an implementable framework required evidence-based policy-making and legislative design drawing on extensive industrial survey data and technical support unavailable to the government.

In March 2022, the Secretariat initiated an in-country energy sector reform initiative for the Government of Barbados. This work was designed to establish an enabling environment and increase participation by citizens and local businesses in the energy sector value chain. It supported the Ministry of Energy, Small Business and Entrepreneurship in drafting a local content policy and legislation (to support the operational implementation of local content development in the energy industry, and to prepare for the establishment of a Sovereign Wealth Fund) and in developing a Cabinet paper on the same.

Stakeholders<sup>1</sup> were consulted and a local content industrial survey was conducted along the energy value chain, as well as a workshop on the findings to inform a modern framework for strengthening **government's institutional capacity and increasing Barbadians' participation** in the energy sector. The Secretariat's survey enhanced evidence-based decision-making in the development of local content policy and design of local content legislation. Stakeholders testified to the significance of data collection and inter-sectional analysis in the preparation of the workforce for the emerging energy industry. In their remarks, the Technical, Vocational Education and Training Council stated that data from the industrial survey would greatly help it to produce a relevant curriculum for the Barbadian workforce tailored to energy industry needs. Further outcomes achieved included draft legislation, including the Local Content Amendment Act.

The Secretariat's policy and legislative framework in relation to local content development and a sovereign wealth fund will support Barbados in building capacity and the competitiveness of the country to generate economic opportunities for its citizens and businesses across the energy sector value chain. This work was possible thanks to EBR provided by the Government of India, through the India-United Nations Development Partnership Fund.

1 GeoOrbis, the Barbados National Oil Company, the Barbados Renewable Energy Association, the Barbados National Standards Institution, the Technical and Vocational Education and Training Council, the Samuel Jackman Prescot Institute of Technology and the Central Bank Barbados.



debt management office (DMO) staff. More than 100 delegates from over 17 countries gathered virtually and in-person in New Kingston, Jamaica, for the five-day conference to exchange information and best practices to enhance the capacity of **Caribbean small states** to effectively implement PPPs. The Secretariat continues to work towards member countries adopting Commonwealth Meridian for Debt Management. A total of 28 member countries have adopted the programme to date.

## Natural Resources

Pursuing **sustainable, equitable, transparent and effective management and use of natural resources**, the Secretariat supported **policy and legislative reform**, consensus-building and advocacy and **institutional capacity-building** in 14 member countries, particularly in **small and other vulnerable states** such as The Bahamas, Barbados, Belize, Cook Islands, Eswatini, Guyana, Kiribati, Malawi, Namibia and Vanuatu.

The Secretariat delivered 18 advisory reports and convened 39 working sessions with government officials to develop and **review policy and legal instruments** to reach outcome-level changes. These included diagnostic analysis of existing regulatory frameworks, recommendations (e.g., transparency, environmental protections, local content, gender and inclusion, revenue management) as well as **draft policies and legislative amendments**. Examples include the Malawi Petroleum Licencing and Fiscal Regime, Cook Islands' deep sea mining environmental regulations and guidelines, Eswatini's mining fiscal regime and implications of oil discoveries for Namibia.

Cook Islands' has adopted a deep-sea minerals revenue licence portal and awarded three licences with the Secretariat's support. **Ghana** and **Uganda** are implementing recommendations from the Secretariat's Field Development Plans toolkit.

The Secretariat delivered **institutional capacity-building** through bilateral engagement with 44 government officials as well as through tailored training, including via the New Producers Group (NPG). The NPG held six webinars to increase understanding of the implications of the energy transition for petroleum-based economies ('What Does the IEA's Net Zero by 2050 Mean for Emerging Producers?', 'Contract Terms May

Limit Governments' Climate Policy Flexibility', 'Understanding the Source of Emissions in the Petroleum Sector'). The Secretariat also co-designed and delivered the NPG hybrid training course, 'Minimising Emissions in the Petroleum Sector.' More than 100 participants took part in the two-week course across 10 countries with significant oil and gas discoveries, including six Commonwealth countries (Ghana, Guyana, Kenya, Mozambique, Namibia and Uganda).

The Secretariat continued to build consensus and advocate for member countries' interests in international frameworks such as the OECD Natural Resources Policy Dialogue, the International Seabed and the Conference of the Parties (COP). Seven countries – **Ghana, Malawi, Mozambique, Sierra Leone, South Africa, Trinidad and Tobago, and Uganda** – have affirmed the Secretariat's positions. For example, at the Secretariat's COP26 side-event, 'Commonwealth Collaboration for Accelerating Methane Reductions in the Petroleum Sector', **Mozambique, Trinidad and Tobago, and Uganda** affirmed the need for increased support for **small states and LDCs** in equitably advancing methane reductions.

Iterative learning and **inter-generational equity** are the cornerstones of the Secretariat's natural resource development work. Among lessons learned is the need for strong working relationships and progress monitoring with High Commissioners to sustain knowledge transfers across electoral cycles and changes in governments. The continuity of policy implementation across government officials and multiple generations permeates major economic benefits in the natural resources sector. The Secretariat's new legislative drafting in Antigua and Barbuda, and Guyana gives consideration to **youth and gender** needs. Sovereign wealth funds are also established and managed for current and future generations.

The Secretariat continues advocating **for member countries' interests regarding ocean governance and maritime boundaries**. The Secretariat convened five engagements to advocate for Antigua and Barbuda, and Seychelles' interests. Recommendations were also developed through the Secretariat's connectivity and networks arm: diffusing knowledge on boundary delimitations (the Antigua and Barbuda Advisory Report on Boundary Delimitation with Monserrat) and baseline verifications that identify markers for progress

## Impact Story: The Secretariat's convening and advocacy work led to Antigua and Barbuda signing a second international maritime boundary with the United Kingdom in respect of Anguilla

Antigua and Barbuda requested boundary delimiting technical assistance from the Secretariat in 2014. Prior to this request, Antigua and Barbuda had no maritime boundaries delimited. The previous attempt to establish maritime boundaries was in the mid- 1980s but did not culminate in boundary delimitation. Thus, the Secretariat commissioned an adviser report in 2015 considering the boundaries to be delimited and conducted analysis of each to provide context and guidance.

Using the Secretariat's convening and advocacy role, negotiations commenced between Antigua and Barbuda and France towards the establishment of maritime boundaries in respect of Guadeloupe and St Barthelemy. The Secretariat's legal and technical experts formed part of the negotiation team for Antigua and Barbuda in the formal negotiation sessions. Informal discussions were hosted at Marlborough House, London, in 2016. As a result of this, Antigua and Barbuda successfully concluded negotiations with France in 2016 and signed its first maritime boundary delimitation agreement in 2017. Negotiations were initiated with the United Kingdom in order to establish the maritime boundary with respect to Anguilla.

Following two rounds of the Secretariat supporting negotiations, in Antigua and Barbuda in 2019 and in Anguilla in 2020, Antigua and Barbuda signed its second maritime boundary delimitation agreement in 2021, with the United Kingdom in respect of Anguilla.

The Secretariat's policy instruments are being implemented by Antigua and Barbuda for implementation of the maritime delimitation.

(Seychelles Advisory Report). Seychelles has since requested **capacity-building support** to review actions taken based on the report.

Five member countries implemented the Secretariat's **policy and legislative advice** to **advocate** for the interests of member countries in international frameworks for managing ocean spaces. The Secretariat's ocean **advocacy** work was strengthened through **partnerships** with the International Maritime Organization (IMO), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Environment Programme (UNEP), the Organisation of Eastern Caribbean States (OECS) and The Pacific Community (SPC). Partnerships with The Pacific Community contributed towards the delivery of research, advocacy work and adaptive measures regarding sea level rise in the Pacific.

The Secretariat collaborated with partners to support the development of the Centre for Oceanography and the Blue Economy (COBE) at the Five Islands Campus of the University of the West Indies in **Antigua and Barbuda**. Partners included the Association of Commonwealth Universities; the United Kingdom Centre for

Environment, Fisheries and Aquaculture Science; the Commonwealth Enterprise and Investment Council; the University of the West Indies; and the Government of Antigua and Barbuda. The Secretariat also developed a guidance report for the establishment of a 'centre of excellence for oceanography and the blue economy', to **strengthen institutional capacity**. The report provides strategic analysis, background research, a road map and case studies on Blue Economy developments, contextualising how the existing landscape within the Commonwealth can support the COBE and be complemented through provisions for ocean research and eco-tourism.

To take forward **gender and youth mainstreaming**, consultations on ocean **advocacy** work are underway, including with Ministries of Education regarding the inclusion of ocean issues in the curriculum.

### Health and Education

To support member countries in embedding **inclusive and resilient health and education systems** in 2021/22, the Secretariat continued to



provide **policy and legislative advice, institutional capacity-building** and leveraging **consensus-building and advocacy**.

The Secretariat provided **legislative drafting** support to the **SPC** on new non-communicable disease (NCD)-related legislation. The Draft Food Safety Amendment Bill and Regulation for Marketing Restriction of Unhealthy Food was presented to 12 Pacific Island Countries and Territories for adoption. The Secretariat facilitated a webinar with the Pacific Legislative Framework to advance the drafting of Alcohol Marketing Regulation Provisions and is currently drafting an amendment to the **Tonga** Tobacco Control Act to review packaging and labelling provisions.

An analysis on gaps in NCD and mental health legislation was conducted in **partnership** with SPC and the Commonwealth Nurses and Midwives Federation. **The Bahamas, Cook Islands, Fiji, Kiribati, Niue, Nauru, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu** participated in the policy consultations.

Anticipating the CHOGM 2022 mandate on the importance of strengthening mental health legislation in the Commonwealth, the Secretariat provided **institutional capacity-building** support to amend the Mental Health Bill in **The Bahamas**, updating sections on self-determination and patients' rights, thus replacing existing legislation from 1969. The Bahamas Mental Health Bill 2022 broadly meets the requirements for compliance with the Convention on the Rights of Persons with Disabilities. The Minister of Health recently acknowledged the Secretariat's contributions to the rights-based bill, which is expected to be debated in Parliament in September 2022.

The Secretariat leveraged **consensus-building** to highlight health inequalities and influence international fora. Eighty-four per cent of Commonwealth member countries attended the 34th **Commonwealth Health Ministers Meeting** in May 2022 to discuss collaboration on key health priorities as the Commonwealth recovers from the effects of the COVID-19 pandemic. One successful mechanism was the creation and

## Impact Story: Commonwealth leverages convening power to advance reform of safeguarding in sport

In numerous jurisdictions around the world, it is illegal for groups of professionals to be involved in sexual activity with an under 18-year-old child under their supervision. In many countries, 'abuse of a position of trust' constitutes a criminal offence in existing legislation; however, there are gaps in the scope of legislation in some Commonwealth countries.

Thirty-eight countries, represented at the Senior Officials Meeting on Sports for Development and Peace in 2021, considered a research paper on the draft principles for the Model Legislative Provisions on Abuse of Positions in Trust developed by the United Nations Children's Fund (UNICEF) United Kingdom and DLA Piper UK LLP in 2019. During the meeting, Commonwealth Sports Ministers mandated the 'Commonwealth Consensus Statement on Promoting Human Rights in and through Sport', spelling out 10 guiding actions for safe access to sport through safeguarding measures.

In 2022, the Secretariat canvassed the views of a Working Group with legislative expertise to shape the design of the UNICEF and DLA Piper Model Legislative Provisions on Abuse of Positions of Trust. The Secretariat led the Group, comprising senior officials from Law and Sports Ministries across 15 countries, who participated in the consultations and provided feedback on the initial draft provisions.

Through the consultations, member countries exchanged knowledge on safeguarding tools and legislation and confirmed that the final draft model legislative provisions would assist Commonwealth countries to develop or amend legislation. Legislation will provide protections for under-18s by stating that sexual activity between those in positions of trust or authority constitutes a criminal offence, whether in a sporting context or otherwise. The Model Provisions were brought before the Commonwealth Sports Ministers Meeting in July 2022 and are awaiting approval at the forthcoming Commonwealth Law Ministers Meeting, scheduled for November 2022.

dissemination of the Commonwealth Health Ministers Meeting Outcome Statement, inclusive of six recommendations.

Commonwealth positions were advocated for at six international meetings, covering issues ranging from mental health care to the growing threat of anti-microbial resistance. A multi-stakeholder side-event at CHOGM 2022 was hosted by the Government of Bangladesh and the Shuchona Foundation of Bangladesh, in collaboration with the Secretariat, to empower and transform **mental health care**. In turn, Bangladesh and Rwanda announced the Kigali-Dhaka compact on mental health. The Secretariat also convened the Kigali Summit on Malaria and Neglected Tropical Diseases (NTDs) to renew commitments towards ending malaria and NTDs by 2030, resulting in Commonwealth leaders pledging US\$4 billion in new funding.

The Secretariat convened Commonwealth Technical Working Groups, involving over 30 countries, to **advocate** for more equitable COVID-19 best practices. Six COVID-19 Technical Working Group Meetings and two webinars took place to highlight vaccine inequities and launch the Commonwealth developed Voluntary Information and Price-Sharing Database. **The Bahamas, Botswana, South Africa and Tanzania** are currently using this platform to exchange real-time data on health care products. The aim is to foster transparency regarding price discrepancies regarding, among others, COVID-19 vaccinations.

The Secretariat continues to work with member countries on measuring the contribution of sport to national development priorities and wider sustainable development outcomes. This included the commissioning of the ***Global Sport and Sustainable Development Report***, highlighting global data evidencing the contribution of sport to the SDGs. The Secretariat also completed the ***Commonwealth Report on Resourcing Sport's Contribution to Sustainable Development and the Coronavirus Recovery*** and *The Namibia Sport Development Index*. The latter emerged from the Ninth Commonwealth Sports Ministers Meeting. The 10th Sports Ministers Meeting was held in Birmingham in July 2022 and will be reported on in the 2022/23 Annual Report.

## Youth

**Youth** expertise remains central to the planning and delivery of projects in health. In 2021/22, perspectives were drawn from across the Commonwealth Youth Health Network (CYHN) to deliver a youth-led 'Elevating the Needs of Young People Experiencing Cancer in the Commonwealth' session on cancer care and survivorship at **London Global Cancer Week**. Throughout the reporting period, youth perspectives continued to take precedence – through the CYHN's involvement in the Commonwealth Advisory Committee on Health membership and elevating the voices of youth into the Secretariat's health-related CHOGM 2022 events work to address NCDs in the Commonwealth.

The Secretariat has continued promoting **inclusive and resilient education** through leveraging **connectivity and networks, convening and advocacy**, and **capacity-building**.

**Five manuals and toolkits** were developed or revised in 2021/22 to share educational knowledge among Commonwealth countries. This included 'The Commonwealth Education Policy Framework', a 'Commonwealth Early Childhood Toolkit' and a 'Technical and Vocational Education Training Manual.' The 'Commonwealth Educational Leadership Handbook' draft was presented to Ministers and endorsed at the 21st Commonwealth Conference of Education Ministers (21CCEM) in April 2022. This handbook aims to enhance the pedagogies used by school leaders.

**Collaborative knowledge-sharing events** were a crucial part of the Secretariat's **capacity-building initiatives** for quality education. The Secretariat's capabilities-based framework and modules within the 'Commonwealth Educational Leadership Handbook' were used to deliver 'training of trainers' sessions for **building capacity** and strengthening educational leadership. In total, 34 education officers (including school principals) in The Bahamas and 36 school principals in Mauritius were trained in 2021.

The Secretariat leveraged its **convening and advocacy role** to build consensus around inclusive and resilient education systems amid the COVID-19 pandemic. A wider dialogue on

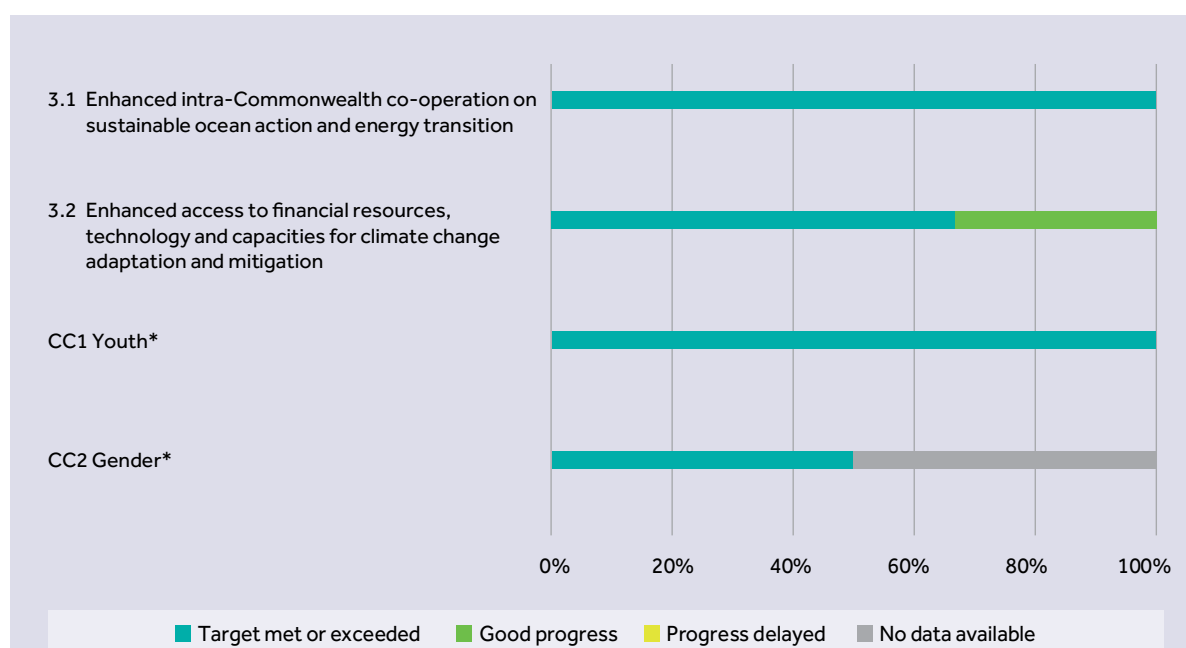
inclusive practices for mainstreaming **disability** was initiated by the Secretariat's 'Realising Article 24 of the CRPD: Case Studies in Mainstreaming

and Inclusive Education.' The **publication** draws on examples from 11 member countries and provides self-assessment tools to equip education policy actors with the knowledge towards achieving SDG 4.

Nine countries – **The Bahamas, Botswana, Fiji, India, Jamaica, Kenya, Malta, Sri Lanka** and **Vanuatu** – attended the pre-21CCEM meeting and the hybrid 21CCEM, both **convened** in April 2022. Under the theme 'Rethinking Education for Innovation, Growth and Sustainability Post-COVID-19', the 21CCEM addressed priority issues ranging from financing of education to inclusive digital transformation. There were 280 participants, including 36 Ministers of Education. The 21CCEM Ministerial Statement reaffirmed the fundamental role of education in inclusive economic growth and closing the gap on **gender** inequality as countries respond to major social and economic challenges.

# Resilience and Climate Action

Figure 5: Delivery status of intermediate outcomes 2021/22 in Resilience and Climate Action



\*Note: The 'CC1 Youth' and 'CC2 Gender' bars here refer to gender and youth-sensitive indicators in the Resilience and Climate Action pillar of work.

In the strategic pillar on **enhancing climate-resilient and low-carbon development**, the Secretariat is working towards **enhanced intra-Commonwealth co-operation on sustainable ocean action and energy transition** (outcome 3.1) and **improved access to financial resources, technology and capacities for climate change adaptation and mitigation** (outcome 3.2). Work in 2021 included direct technical assistance through the Commonwealth Climate Finance Access Hub (CCFAH), **institutional capacity development**, **convening and advocacy** through the Commonwealth Blue Charter and the operationalisation of the Commonwealth Sustainable Energy Transition Agenda and the Commonwealth Call to Action on Living Lands, adopted at CHOGM 2022.

## Sustainable Ocean Action

Taking forward the **CHOGM mandate on the Blue Charter**, an agreement by Commonwealth countries to co-operate in actively addressing their ocean-related challenges and commitments, the Secretariat's Commonwealth Blue Charter (CBC)

work is critical for **small and other vulnerable states**. Nine partnerships were developed to implement the Secretariat's programme of action towards sustainable ocean action, including with the Ocean Risk and Resilience Action Alliance, to drive significant investment into coastal and ocean natural capital. The Secretariat worked closely with the 46 six member countries participating in CBC Action Groups (AGs) to enable member-based collaborations to meet commitments. A new **training database** was launched with over 200 ocean-related courses boosting learning among CBC AGs and member countries. Overall, seven member countries were engaged in CBC pilot projects: **Barbados, Belize, Grenada, Fiji, Kiribati, Namibia and Sri Lanka**. **Barbados, Kiribati and Sri Lanka** participated in a Rapid Assessment Protocol project, a new method to swiftly assess the climate vulnerability of island and coastal communities. The project delivered climate risk profiles for all three participating countries within a short amount of time, to help governments make better-informed decisions and investment choices to respond to wide-ranging threats and build long-term resilience. In addition, the Secretariat worked with

## Impact Story: Blue Charter Project Incubator opens up ocean solutions for Commonwealth small states

A new initiative launched in the margins of CHOGM 2022 in Kigali, Rwanda, will support Commonwealth members in cultivating and scaling up projects that protect the marine environment.

With 49 out of 56 Commonwealth countries bordering the ocean – including 25 small island developing states, aka 'large ocean states' – the Commonwealth Blue Charter Project Incubator will assist governments in developing pilot projects that accelerate their transition to sustainable and inclusive maritime development and conservation, while mitigating and adapting to climate change.

The initiative is supported by an initial contribution from the Commonwealth Fund for Technical Co-operation (CFTC), with matching commitments from partners – currently amounting to £400,000, with more expected in the coming year. Focusing on proof-of-concept and small-scale projects in particular, the incubator will be managed by the Secretariat, in close co-operation with member countries and CBC AGs.

The project aims to address the dearth of financial support for ocean action worldwide, with SDG 14 ('Life Under Water') receiving the least funding globally among all the SDGs. Small island and coastal states are particularly affected, with even fewer funding options for typically marginalised groups, including **women, youth, indigenous peoples and local communities**.

All Commonwealth member countries will have access to the project incubator. Among the many services it offers, the incubator will provide mentoring and technical support to governments on the development of ocean-related pilot projects that build social, ecological and climate resilience, while also facilitating project partnerships with non-governmental entities.

It will review proposals, leverage seed funding for projects and encourage planning for sustainability and scaling-up initiatives, including at the regional level. Support will also be provided through unique customised tools, including machine-learning. Project ideas that 'dare to be different', offering innovative and co-operative solutions, while also engaging **women, youth, indigenous peoples and local communities**, will receive particular attention.

The long-term goal of the CBC is to build on its track record of supporting countries through **capacity-building**, towards small-scale project development and eventually mainstream impact, with enhanced financial support via a potential dedicated 'action fund'. The Secretariat was mandated by Heads at CHOGM to further explore the fund concept and sustainable resourcing for countries' actions through the CBC.

**Belize, Fiji, Grenada and Namibia** to strengthen institutional and individual capacity and knowledge in the use of financial instruments and financing mechanisms for climate finance proposals. The project, generously supported by the **United Kingdom**, worked in collaboration with the CCFAH's regional and national climate finance advisers, to help participating countries develop proposals and access funding for ocean-based adaptation and mitigation activities, as detailed in national climate plans submitted to the United Nations.

Knowledge dissemination was a key mechanism used to build capacity and to scope resolutions for ocean-related challenges. Over 60 case studies illustrating best practices were shared with member

countries. Seventeen information-sharing events in 2021/22. For example, the Secretariat **partnered** with OceanMind to deliver **institutional capacity development** through a course on coastal fisheries regulations. Seventy government officials from 19 member countries were equipped with tools to effectively manage compliance – a pivotal step towards protecting resources and advancing the blue economy.

The Secretariat continues to explore the development of member-led action groups under the three pillars agreed by the Commonwealth Sustainable Energy Forum: inclusive transitions; technology and innovation; and enabling frameworks – to facilitate co-operation and

## Impact Story: Empowering youth through energy literacy

Energy literacy, like other forms of literacy, empowers people. However, research indicates that, despite increasing concerns and real-time impacts of climate change, global energy literacy remains low among most demographic groups. An energy-literate person is empowered to make informed, energy-related decisions, by considering how the energy transition impacts social and economic development and individual cost/benefits. Given the interconnectedness of energy sources, processes of production, consumption and conservation, energy literacy must be communicated through an interdisciplinary lens, ensuring the use of inclusive and equitable mechanisms.

The Secretariat identified a need to help member countries grow awareness of the impact of energy on the climate and for sustainable energy transitions among children, young people and local communities.

The CSET project commissioned a children's book series, targeted at readers aged seven to 12 years old, as a viable strategy and resource for presenting concepts of sustainable energy production and consumption. The books were endorsed by the CCEM and have been distributed free of charge across the Commonwealth.

Three books commissioned and published in electronic and paperback form, entitled *Roads to Clean Energy*, *Energy and Me* and *The Energy Around Us*, explore the unique challenges small and vulnerable states face regarding fossil fuel production and consumption and the bottlenecks that must be alleviated to kickstart inclusive and sustainable energy transitions. Albeit in a digestible format, the innovative tool illustrates the social and economic changes accompanying renewable energy transitions; the costs of gas-based energy sources; education aligning with labour market changes; gendered implications related to domestic divisions of labour; and the importance of involving global policy actors in such processes.

In 2021/22, 3,181 physical copies of CSET children's books were distributed across 14 member countries. The publications, requested by various government agencies, were deployed in libraries, schools and information centres.

*'The Ministry of Education considers it a great resource and complement at the primary school level.'*

Energy Division, Government of Grenada

*'We intend to give these books out as prizes to students that will participate in the finals of the Energy Commission's Senior High Schools Renewable Energy Challenge, held in October 2022.'*

Energy Commission, Ghana

The Government of Eswatini used CSET's books to launch an energy-literacy initiative among school-aged children. One feature was using the books as an instrument to improve representation of girls in science, technology, engineering and maths subjects. In this vein, government schools in Rwanda distributed the books as a key resource for environmental clubs. Overall, the books continue to be distributed as innovative learning and supplementary academic tools – generating visibility of sustainable energy transition processes for the benefit of current and future generations.

collaboration among members. Three strategic partners were cultivated in 2021/22 to implement the objectives of the Commonwealth Sustainable Energy Transition (CSET) Agenda: Bloomberg New Energy Finance, International Hydropower Association and SEforAll. Five knowledge products

were produced by the Secretariat, including the 'Clean Energy Toolkit for Small Island Developing States', developed jointly with SEforAll, to support the development of business cases for the clean energy sector in **Commonwealth small island developing states**. The Secretariat convened a



partner session at the SEforAll Forum: Clean Energy Financing in Small Island Developing States in May 2022 and presented business cases for the clean energy sector in **Barbados** and **Seychelles**, as well as **Fiji's** SDG 7 roadmap. Synergies in this reporting period contributed to four member countries – **Barbados, Eswatini, Kenya** and **Seychelles** – evidencing actions towards low-carbon energy systems, exceeding set targets.

Furthermore, three new member-led AGs were launched at CHOGM 2022: Energy Literacy ('Inclusive Transitions' pillar); Geothermal Energy ('Technology and Innovation' pillar); and the CSET **Youth** Action Group (cutting across all three pillars). This necessitated successful cross-pollination with the Secretariat's Youth section to promulgate **youth engagement** in the design of sustainable energy policies and regulation.

## Climate Change and Adaptation

Pursuing and **improved access to financial resources, technology and capacities for climate change adaptation and mitigation**, the Commonwealth Climate Finance Access Hub (CCFAH) continued to support **small and other vulnerable states** to secure funding to tackle climate change. The CCFAH embeds experts within relevant line ministries to build governments' **institutional capacity** for developing climate financing proposals and generate **networks and knowledge-sharing**. Building networks and advocacy through **partnerships** was a key mechanism to catalyse resources towards climate action. As of June 2022, the CCFAH had mobilised US\$47.6 million in climate finance for member countries and had embedded 16 in-country Commonwealth National Climate Finance Advisers in Africa, the Caribbean and the Pacific. In addition, there are two Commonwealth Regional Climate Finance Advisers in place, for the Africa and Indo-pacific regions, hosted by the Africa Union Development Agency and the International Solar Alliance, respectively.

In total, the Commonwealth's National and Regional Climate Finance Advisers contributed to 85 **capacity-building** initiatives, reaching 1,981 government officials and non-state actors. In total, 118 projects were developed, 79 led and 39 supported by Commonwealth Climate Finance Advisers. In all cases, **youth and gender** considerations are taken into account during

climate funding proposal processes. In this regard, the Secretariat's **institutional capacity-building** enabled the funding of four gender-specific climate pipeline projects for **women**, two in Eswatini and one each in Namibia and Vanuatu. Plans are currently underway to recruit a Commonwealth Climate Finance **Gender** Expert.

Through its convening and advocacy pathway, the Secretariat continues to raise the visibility of climate actions. The Secretariat held its first pavilion at COP26, and CCFAH convened over 20 events, covering issues ranging from climate financing access to geospatial data mapping. **Youth mainstreaming** considerations shaped the Commonwealth Youth Programme's (CYP's) key climate priorities outlined at COP26, making substantial commitments of climate finance to support youth, women and the most vulnerable to adapt to climate change.

The Secretariat's **connectivity and networks agenda** facilitated knowledge-sharing to enhance access to climate finance. To improve monitoring, an Operational Manual was developed, logging 68 progress meetings with Commonwealth Regional and National Climate Finance Advisers. More broadly, a study commissioned on 'Gender Integration for Climate Action: A Review of Commonwealth Member Countries' National Determined Contributions' identified best practices and financial resources for **gender and social inclusion** gaps related to institutional co-ordination and climate change. The Secretariat developed a 'Toolkit to Enhance Access to Climate Finance: A Commonwealth Practical Guide' – widely utilised by the international community (United Nations Framework Convention on Climate Change, the Nationally Determined Contribution (NDC) Partnership and the Africa NDC Hub housed at the African Development Bank). Building on the CCFAH's experience since becoming operational (2016), this offers an overview of dedicated international climate financing opportunities and procedures, as well as lessons learned. Important in this regard is that the Secretariat's steadfast commitment to small states was again demonstrated by the bespoke publication [Unlocking Climate Finance Access for Small and Other Vulnerable Commonwealth Countries](#).

Collaborative efforts leveraging **partnerships** at regional and international level remain instrumental in catalysing **technical climate change support**

for member countries, particularly LDCs and **small island developing states**. An MOU was signed with the African Development Bank to work on forthcoming climate change and natural resource management programmes. Partnering with the United Nations Institute for Training and Research/United Kingdom Space Agency, the Secretariat facilitated advancing climate finance access to Fiji, Solomon Islands and Vanuatu through the International Partnership Programme's CommonSensing Project. Financial resources were provided by the Space Agency for the Adviser, who supported the establishment of geospatial data platforms and trained government staff on proposal development.

As an institutional and implementing member of the **NDC Partnership**, the Secretariat provided technical expertise to four member countries (Belize, Eswatini, Jamaica and Zambia) under the NDC Partnership's Climate Action Enhancement Package and subsequently the Partnership Action Fund. Alongside co-financing several Advisers as part of the implementation role, the Secretariat convened an inaugural NDC webinar series in 2022 aimed at facilitating **knowledge-sharing** for the replication and scaling-up of the Secretariat's climate financing actions in the four countries.

The Secretariat bolstered its **institutional and implementing role** for the NDC Partnership's Climate Action Enhancement Package and Partnership Action Fund in Belize. Key deliverables achieved entailed contributing to the Climate Finance Structure of Belize 2021–2026. The Secretariat's recommendations aimed to raise climate ambitions – namely, to establish an Integrated Project Development Unit. The

Secretariat's Adviser developed the Terms of Reference, and the Government of Belize later adopted the recommendation, resulting in the establishment of a National Climate Finance Unit. Thus, the Secretariat was acknowledged for supporting the establishment of Belize's Climate Finance Unit led by the NDC Partnership.

The **Commonwealth Call to Action on Living Lands (CCALL)**, adopted at CHOGM 2022, sought to unify three separate Rio conventions, on climate change, biodiversity and land degradation. Since 2020, the Secretariat has facilitated over 32 consultations with member countries on attaining this objective. During this reporting period, 30 member countries were engaged in the design of the CCALL agenda to reach common commitments and collective actions.

The draft text was prepared by the Secretariat for the CCALL Charter and agreed to by member countries prior to endorsement at CHOGM 2022. All 56 Commonwealth member countries adopted the CCALL Charter outlining 25 Commonwealth statements to recognise, affirm or commit to safeguarding global land resources.

Analysing the design and forthcoming implementation process spurred further progress in the areas of **youth mainstreaming**, financial planning and **partnerships** development. The implementation plan is currently being drafted to account for the needs of young people, and funding is being mapped for implementation. It is equally important that the Secretariat amplify partnership development in the delivery of the three-pronged CCALL Charter.

# Small and Other Vulnerable States

Pursuing the strategic pillar for **Small and Other Vulnerable States needs and concerns addressed in global governance mechanisms**, in 2021/22 the Secretariat focused on addressing key structural vulnerabilities facing small and other vulnerable states. Reducing vulnerability to shocks is the Secretariat's strategic priority, as well as advancing small states' positions in international governance fora, and improving fiscal sustainability and access to finance.

In line with its core assets and its role as influencer and power-broker on the global stage, the Secretariat convened the virtual **Commonwealth Finance Ministers Meeting (CFMM)** in October 2021 on the margins of the International Monetary Fund (IMF)/World Bank Annual Meeting. Thirty-three countries attended and five advocacy campaigns effectively reached the targeted audience as agreed and endorsed at CFMM. The Commonwealth Secretary-General and the Prime Minister of Antigua and Barbuda urged the international finance institutions to reconsider affordable metrics to be used for the allocation of development finance, as using gross national income per capita as the sole criterion to access development finance does not consider heightened vulnerabilities. The Secretariat called for the expansion of debt relief measures to include small and vulnerable states whatever their income status.

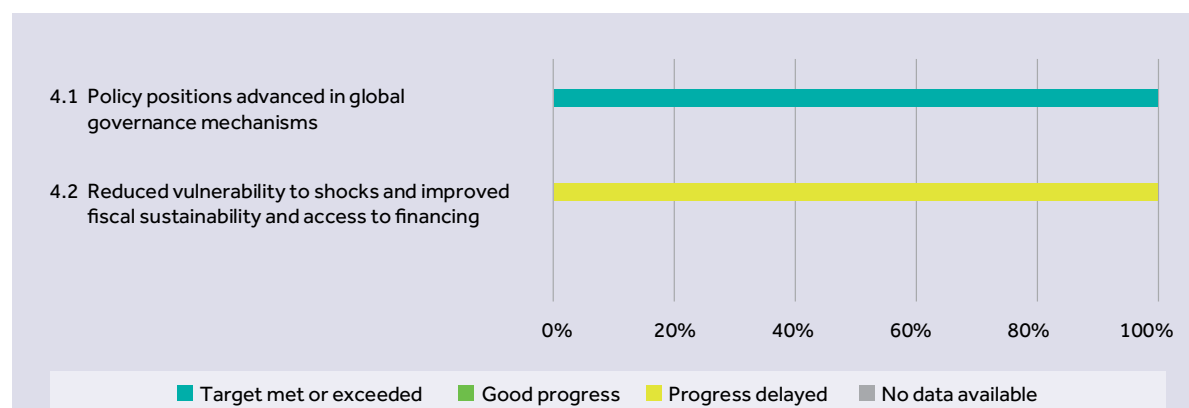
It advocated for debt swaps and highlighted the utility of the newly developed Commonwealth Debt Sustainability Toolkit.

**Connectivity and networks** were strengthened during this reporting period. The Secretariat targeted international fora to advocate for Commonwealth small states, and the Commonwealth Ministerial Meeting on Small States convened at CHOGM 2022. Following the United Nations Secretary-General's call for a Decade of Action (2019) to accelerate sustainable solutions to the world's challenges (poverty, climate change and gaps in development finance), the United Nations Secretary-General and the Commonwealth Secretary-General launched the joint United Nations–Commonwealth Advocacy Strategy towards Achieving the SDGs and Addressing the Vulnerabilities of Small States at CHOGM 2022. The strategy, which aims to strengthen solidarity and address issues heightened by COVID-19 and the climate crisis, is underpinned by key priority areas: economic vulnerabilities, climate action, and access to finance and debt sustainability.

Fourteen member countries have committed to becoming **Small States Advocacy Champions** supporting the mobilisation of:

- Global actions (greater leadership and smarter solutions for the SDGs);

**Figure 6: Delivery status of intermediate outcome indicators 2021/22 in Small and Other Vulnerable States**



## Impact Story: The Secretariat leverages its partnerships to boost regional climate co-operation and local solar-powered agricultural products

The Secretariat strengthened regional and international partnerships to increase the CCFAH's impact. Two partner institutions host our Commonwealth Regional Climate Finance Advisers, thereby strengthening our 'hub and spokes' model. This eases the co-ordination of the Commonwealth National Climate Finance Advisers deployed within the Indo-Pacific and Africa regions, including through regional stocktake meetings and interfaces with the National Advisers' in-country Supervisors. The Regional Advisers also have a responsibility to mobilise targeted resources for the region through the development of regional projects. This has not only enhanced the Secretariat's climate finance resource mobilisation efforts but also infused pragmatic approaches to the mobilisation of climate finance in the regions.

Commonwealth Regional Climate Finance Advisers were deployed under the auspices of two partnerships within the Indo-Pacific and Africa regions to mobilise climate resources.

### 1. A tripartite agreement between the Commonwealth Secretariat, the Africa Union Development Agency New Partnership for Africa's Development and the United Nations Convention to Combat Desertification at the COP26 Meeting

Through this agreement, the Secretariat deployed a Regional Adviser to develop funding proposals for Commonwealth countries in the region under the emerging Africa Land Initiative. This entails working with Commonwealth countries to develop funding proposals and capacity-building, particularly at the regional scale, working with the Commonwealth National Climate Finance Advisers deployed in the region. With the United Nations Convention to Combat Desertification, the Secretariat has sought to extend partnership into other regions. As one of the three conventions critical for the Living Lands Charter, this has provided the Secretariat with much-needed support during the consultation stage for the Charter.

### 2. A partnership with the International Solar Alliance (ISA) to promote the development and scaling of solar-powered systems

The organisations leverage each other's strengths to scale up the adoption of solar in energy systems. The Commonwealth Regional Climate Finance Adviser for the Pacific region is hosted by ISA in India. While ISA has a deep understanding of the solar sector, and experience in designing policy and regulation and developing pilot projects, the Secretariat combines its knowledge of local markets with its experience in developing financial structures to mobilise climate finance. In this regard, the dual expertise has advanced the financial architecture, contributing to the deployment of solar water pumps by sugarcane and rice farmers in Fiji as part of a pilot project. ISA and the Secretariat have forthcoming targets across the solar sector: rooftop solar, utility-scale solar, solar mini-grids, solar water pumps, solar homes and solar parks.

- Regional and local action (embedding transitions in policies and regulatory frameworks); and
- People action (youth, civil society and academia).

To date, the Secretariat has developed the Terms of Reference and an iterative implementation process will commence, elevating the voices of **small states' economic and climate vulnerabilities**.

## Climate Finance

The Secretariat made good progress towards **improving access to development financing** through disseminating Commonwealth guidance and tools. **Partnerships** with the University of Oxford and the University of Cambridge were harnessed during the reporting period. Eleven countries received **institutional capacity-building** and utilised the Secretariat's toolkits on debt sustainability, FinTech and diaspora policy. As

## Impact Story: Commonwealth FinTech tools provide mechanisms for economic stability

Recently, multiple economic uncertainties, caused by the COVID-19 pandemic and the Russia-Ukraine war, have amplified around the world. It is crucial that we exchange lessons from member countries who currently reap the benefits of FinTech adoption.

Recognising the growth and impact of FinTech in the Commonwealth, Central Bank Governors at their meeting in October 2018 endorsed the development of a FinTech Toolkit and a broader Commonwealth FinTech Programme.

Several Commonwealth member countries are in fact leaders in the FinTech landscape, and Central Bank Governors noted that capacity-building and sharing of lessons learned in FinTech development would be extremely useful for future action. The Commonwealth FinTech initiative has two main outputs: preparing FinTech technical guidance products such as the FinTech Toolkit and the FinTech Report and providing capacity-building to member countries through training from the Universities of Cambridge and Oxford, which has so far reached over 100 finance professionals working in 41 Commonwealth governments.

The FinTech Toolkit was published in 2020 and the FinTech Report is in the final publication stages. Findings of the FinTech Report will be presented at a FinTech side-event on the margins of the CFMM/Commonwealth Central Bank Governors meeting in October 2022.

Following the FinTech Toolkit, the FinTech Report highlights the key innovations across member countries that relate to financial technology as well as its impact on development, youth and gender. Thus, member countries' understanding of FinTech, its benefits and its risks from other countries experiences will be clear, to foster mechanisms for economic stability, innovation, clear FinTech Regulation, and the supply and demand drivers.

a result, **The Gambia, Kenya, and Trinidad and Tobago** are utilising the Secretariat's evidence-based approach to financial innovations.

With a focus on **small states' economic viability and sustainability**, the Secretariat continues to work with member countries to design innovative user-friendly tools. The Secretariat's Debt Sustainability Analysis Toolkit was designed in response to the issue of debt sustainability (raised at previous CFMMs), to aid member countries, especially those facing resourcing challenges, to conduct comprehensive debt analysis using methodologies requiring little technical capacity. Where further assistance was required, the Secretariat provided technical support on the use of the toolkit, which can be used in conjunction with other debt assessment tools to enhance targeted fiscal measures and decision-making. The toolkit was presented to government ministries during recent missions to The Gambia and Kenya. Thus far, **Barbados and The Gambia** have indicated their desire to utilise the toolkit to analyse debt trajectories, and feedback from member countries will be incorporated as the roll-out continues.

Throughout the development of the diaspora investment consultations, the Secretariat collaborated with government departments and non-governmental organisations working on diaspora issues. Challenges and opportunities for diasporas were discussed with government ministries during recent missions to The Gambia and Kenya, shaping the Secretariat's two respective country strategies for chartering a feasible course for diaspora investment, including recommendations for small and medium-scale **youth enterprises**. These institutions will continue localising the policies during implementation.

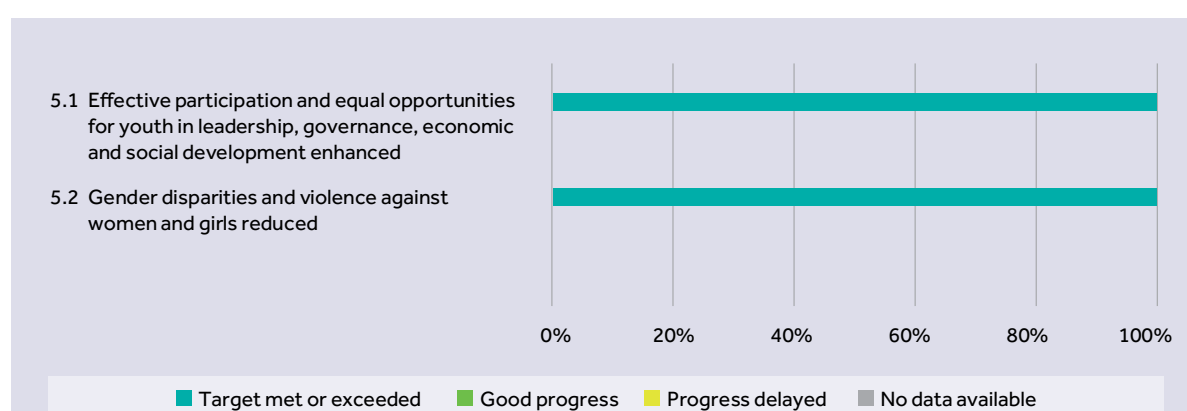
Notwithstanding the success of this initiative in bridging the gap between diaspora savings and investments and the inclusion of diaspora issues in national policies, the Secretariat identified a key lesson for the future planning and delivery: **partnering** with international organisations working on emigration and migration matters would be beneficial.

## Advancing Small and Other Vulnerable States Position in Global Governance

The Secretariat made significant progress to advance small and other vulnerable states' policy positions in global governance mechanisms. Twenty countries received **capacity development** in areas related to economic vulnerability analysis through Universal Vulnerability Index (UVI) regional consultations, and five countries reported satisfaction with the Secretariat's knowledge

products. The Secretariat convened four UVI consultations, in addition to the 'Financial Policies to Achieve a Circular Economy' side-event at COP26, as the Secretariat continues to seek global agreement on the proposed Commonwealth UVI. Furthermore, the Secretariat's Small States Review and Basic Statistics Volume 21: Rebuilding Small States Post COVID-19 was published during this reporting period.

**Figure 7: Delivery status of intermediate outcome indicators 2021/22 in cross-cutting outcomes**



The cross-cutting themes of **youth empowerment** and **gender equality** are reflected in all areas of the Secretariat's work. Further, two cross-cutting programmes have been created to provide dedicated resources to advance gender equality and youth development in-country and pan-Commonwealth.

The Secretariat leveraged **capacity-building**, convening and advocacy, and **connectivity and networks** expertise, to strengthen initiatives towards youth empowerment, particularly youth mainstreaming and inclusion, youth work professionalisation, and youth entrepreneurship and economic empowerment.

### Youth Mainstreaming

The Secretariat's **capacity-building** provided member countries with assistance to advance youth participation and mainstreaming. This ranged from drafting the St Kitts and Nevis National Youth Development Policy to contributing to the design and funding of the 2021 Pakistan Youth Development Survey and Index, using the Secretariat's Commonwealth Youth Index. Overall,

three mainstreaming strategies were adopted, in Pakistan, St Kitts and Nevis and Tuvalu. The Government of Pakistan published the 'Pakistan Youth Development Index 2021' but the official launch was postponed as a result of changes in government.

Meetings were **convened** in the margins of CHOGM 2022 to spur further progress on **youth inclusion**. Youth representatives reviewed and advocated for **disability** rights, thus **building capacity** and **exchanging knowledge** surrounding pan-Commonwealth and national disability rights. This was explicated during the 'Taking Charge of Our Disability-Inclusive Future Together' session convened by the Secretariat at the Commonwealth Youth Forum in collaboration with the Commonwealth Children and Youth Disability Network (Include Me Too). Participants' feedback reported via a post-forum survey was markedly positive: 94 per cent of respondents indicated satisfaction with the delivery of the session and 89 per cent were likely to recommend attending future editions of the Commonwealth Youth Forum.



## Impact Story: Development of a multi-dimensional UVI based on data for 131 countries

The Commonwealth has been a champion of the small and other vulnerable states for decades, advocating for increased visibility of their needs. This is largely because small states have been, and continue to be, the most disproportionately affected by emerging issues in trade, debt, international regulation and climate change, particularly by way of natural disasters. Climate change and natural disasters pose a direct threat to small states' existence.

International agencies such as the World Bank have now established dedicated small states offices. Special funds have been created to address small states' specific needs, and small states have been given a voice in decisions of the G20 by way of the Commonwealth's annual G20 dialogue. However, there is still a lack of consensus on how to define and measure vulnerability. The Secretariat continues to work towards establishing an accepted measure of vulnerability that could better track and quantify the challenges facing small states relative to other groups of countries.

In 2018, Foreign Ministers at the Commonwealth Small States Ministerial Meeting mandated the Secretariat to build universal consensus on a measure of vulnerability. The need for a UVI was a recurring theme in the 2020 CFMM as well as at the Extraordinary Meeting of Commonwealth Small States Finance Ministers.

During these meetings, delegates lamented the difficulties facing middle-income small states in accessing finance despite being disproportionately prone to climate weather shocks and, more recently, because of declining tourism revenue as a result of the COVID-19 pandemic.

In response, the Secretariat developed a multi-dimensional and inclusive UVI based on available data for 138 countries. The dynamic UVI, which captures changes in the vulnerabilities of countries over time, was welcomed by Heads at CHOGM 2022. An important feature of the UVI is that it seeks to unpack the structural and non-structural aspects of vulnerability and resilience. The evidence-based UVI indicates which countries could improve their resilience efforts, reducing the costs of financing through improving their efforts to reduce vulnerability, as well as unlocking technical assistance and concessional financing from multilateral partners to address core vulnerability and resilience issues.

The Secretariat identified key learnings throughout this reporting cycle. For example, the index will need continuous updating with recent data; and collaborative efforts should be marshalled towards incorporating the two indices – the Commonwealth Secretariat's UVI and the United Nations Multidimensional Vulnerability Index – as an add-on to gross domestic product per capita metrics to access development finance.

**Knowledge-sharing and networks** on **disability rights** and youth mainstreaming were strengthened. The Secretariat delivered an Online **Disability** Equality Course of 14 modules, engaging 120 participants. A two-pronged approach will be applied to further improve the quality of learning and delivery of content in 2022/23. The continuous engagement of young people in iterative learning workshops will enhance the design of youth empowerment training. Second, the Secretariat will leverage its **partnership** with the Open University (OU), supplementing youth mainstreaming courses with interactive learning design and audio-visual

integration. Youth expertise combined with the OU's global reputation is expected to increase pan-Commonwealth interest and uptake of courses.

The Secretariat has made substantive progress in the areas of **youth work professionalisation**. In **partnership** with the United Kingdom National Youth Agency, the Secretariat delivered in-depth technical assistance to six member countries – **Botswana, Malawi, Namibia, Sri Lanka, St Kitts and Nevis and Uganda** – to professionalise the youth work sector through education and training in youth work. For example, the Secretariat partnered with

## Impact Story: Commonwealth leverages its convening power to influence member countries' commitment to '2023 – the Year of Youth'

The COVID-19 pandemic released a tsunami of health, education, economic, employment and safeguarding challenges for young people globally. At CHOGM 2022, 56 Heads of Government committed to a landmark declaration aimed at realigning youth development towards achieving the SDGs. Leaders agreed there must be substantive changes to tackle the endemic challenges facing children and young people.

The Communiqué includes commitments that will specifically benefit young people, such as the Kigali Declaration on Child Care and Protection Reform.

Among 10 key commitments in the Declaration, Heads pledged to:

- Make health systems strong enough to withstand the shocks of future pandemics – with a specific focus on protecting children;
- Boost child protection and safeguarding resources and tackle the root issues that lead to children requiring care/protection;
- Collaborate with development agencies to boost aid and development assistance for children and young people.

Other key commitments included:

- Implementing the United Nations Convention on the Rights of Persons with Disabilities, and tailoring support to those with disabilities;
- Offering 12 years of quality and inclusive education and ensuring children can catch up on learning lost during the pandemic;
- Accelerating cervical cancer prevention and elimination efforts, with a particular focus on screening and vaccination against human papillomavirus infection by age 13;
- Increasing access to quality eye care, including screenings and affordable vision treatment for children, as well as strategies to eliminate trachoma and glaucoma;
- Acting on the findings of the Commonwealth's Global Youth Development Index and the recommendations of youth leaders in their 12th Commonwealth Youth Forum Declaration.

Leaders also addressed concerns about road traffic injuries – the leading cause of death of children and young people worldwide.

A further commitment to ensuring the Commonwealth prioritises the empowerment of young people was enshrined in the Declaration that 2023 will be the 'Year of Youth'. Youth Ministers will take the lead on implementing plans for the year. The Youth Ministerial Taskforce will meet in Rwanda in October 2022 to further discuss plans. These will be endorsed by the 10th Commonwealth Youth Ministers Meeting to be held in Pakistan in January 2023.

the National Youth Agency to upskill Youth Officers in St Kitts and Nevis. Feedback from the Directors of Youth in St Kitts and Nevis was markedly positive:

During this reporting period, the Secretariat worked to strengthen the role of **higher education institutions** in youth work policy and practice. Seventeen students from Namibia's inaugural cohort of Bachelor of Arts in Youth and Community

Development graduated in September 2021. This course was the result of a **partnership** between **Namibia** College of Open Learning (NAMCOL) and the Commonwealth Higher Education Consortium for Youth Work, which the Secretariat leads, and which comes under the CYP. In **partnership** with the Professional Association of Lecturers in Youth and Community Work (United Kingdom) and NAMCOL, the Secretariat hosted a virtual café under the

## Impact Stories: Strengthening partnerships for whole-of-society change

- Advancing member country priorities through memoranda of understanding (MoUs) with international and multilateral organisations including the WHO, WTO, UNCTAD, the International Hydropower Association and the African Union Development Agency.
- Extending Meridian's reach beyond the Commonwealth through a distribution arrangement with Development Finance International (DFI) to Oman, Liberia, Bhutan, Somalia and, soon, Timor-Leste.
- Collaborating with the ITC and ITFC to raise of US\$5 million for the Finance Trade Facility and build the capacity of women-owned micro, small and medium-sized enterprises in Cameroon and Pakistan through the SheTrades initiative.
- Working together with local CSOs in Bangladesh, Cameroon, Guyana, Maldives, Sri Lanka and Trinidad and Tobago to strengthen engagement between local actors and the government to prevent and counter violent extremism.
- Leveraging partners' strengths to deliver on the ground in member countries: the International Solar Alliance and the Commonwealth Climate Finance Access Hub are developing a pilot project to develop solar water pumps to sugar cane and rice farmers, promoting sustainable livelihoods.

theme 'Hope, Critical Pedagogies and Paulo Freire'. Fifty-four representatives, ranging from youth practitioners to academics, participated in the event, exchanging knowledge and innovations in the teaching and practice of youth work.

The Secretariat promoted **youth skills development and economic empowerment** with economic opportunities for youth in technical

'The Department of Youth is profoundly grateful to the Commonwealth Secretariat and the Youth Work Agency for their stellar work, providing interactive and enlightening training for our Officers. The sessions were well received and challenged officers to reflect on their work and responsibilities in new ways. The experience will no doubt have a lasting impact on the quality and effectiveness of their efforts going forward.'

Pierre Liburd, Director of Youth Empowerment,  
Government of St Kitts

vocational education and training advisory as well as digital skills in three member countries. A Commonwealth Youth Forum session on 'Ethical and Entrepreneurial Leadership' was delivered in collaboration with the African Leadership University.

## Gender Mainstreaming

Pursuing **gender mainstreaming**, the Secretariat equipped young women with the financial and entrepreneurial skills to establish their own business, delivering training to over 250 young women as part of a three-month business programme. The participant feedback was markedly positive: 87 per cent of respondents stated that the training had improved their business skills and 86 per cent said the training was well received.

Building on this work, the Government of **Pakistan** has committed to making youth entrepreneurship and jobs for young people a priority. The focus will specifically be on the inter-relationship between education and enterprise development, with an emphasis on the environment.

The Secretariat completed 'Youth Employment in **The Gambia**: A Situational Analysis', outlining policy mechanisms to increase the visibility of technical courses, to connect graduates with employment opportunities and to allocate resources to start-ups and the agriculture value chain. The Secretariat also commissioned a Youth Entrepreneurship Design

Strategy for **Cameroon** and a Youth Action Plan for **Brunei Darussalam**. Furthermore, in the 2022 Commonwealth National Youth Ministry Survey, **Anguilla, Ghana, Kenya, Lesotho** and **Solomon Islands** reported the 'UNCTAD–Commonwealth Policy Guide on Youth Entrepreneurship' as useful to them.

The Secretariat strives to advance **gender equality** supporting member countries through technical assistance to implement policy and legislative action to strengthen gender mainstreaming and address violence against women and girls. As part of supporting gender mainstreaming within the Secretariat, 98 per cent of staff have successfully completed the gender mainstreaming e-learning course since April 2020.

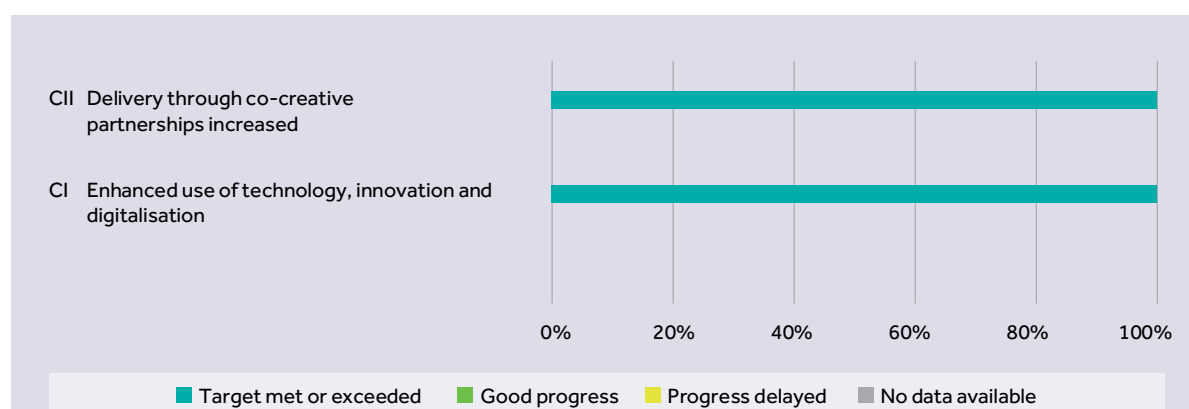
Technical assistance has been provided to **small and other vulnerable states** on request, to strengthen gender mainstreaming in Commonwealth member countries. Activities in 2021/22 included training and capacity-building on the Economic Costing of Violence Against Women and Girls (EconVAWG Project) in **Lesotho** and **Seychelles**, and Gender-Responsive Budgeting in **Mauritius**. A survey of participants at the training on the EconVAWG methodology showed that materials were helpful, the workshop sessions informative and understanding of the Facilitators Guide had improved compared with before the workshop.

To promote **consensus on gender equality** in the Commonwealth, the 2022 Commonwealth Women's Forum (CWF) was held on 20–21 June in Kigali, Rwanda, ahead of CHOGM. The CWF 2022 brought together over 500 delegates from across the Commonwealth and 60 speakers for two days, in nine sessions, to discuss wide-ranging issues facing women and girls. The discussions yielded some recommendations for governments and included some of the following key points.

- There is a need for increased resources to strengthen gender equality and women's empowerment in all spheres and to collect accurate and regular disaggregated data.
- It is critical to link economic empowerment with access to quality education for all, to cover financial education and literacy, and education for older women.
- Accountability mechanisms need to be inclusive and consider the intersectionality of women – disability, sexual orientation, gender identity and age.

The Heads endorsed the Commonwealth Declaration on Gender Equality and the Empowerment of Women 2022-2030, raising ambition and accelerating action in the Commonwealth to achieve gender equality by 2030. The Declaration lays out the key priorities for greater equality for women across several focus areas.

Figure 8: Delivery status of intermediate outcome indicators 2021/22 in enabling outcomes



The Secretariat continues to **enhance the use of innovation and digitalisation** to support member governments to adopt data-driven approaches for evidence-based policy-making. Partnerships

were developed with sector leaders, including the Open Data Institute, to strengthen our work to build capacity in member countries.

## Innovation and Digitalisation

During this reporting period, the Secretariat harnessed data science to train government agencies to use the inaugural Commonwealth SDG Tracker and the Commonwealth COVID-19 Vaccine Tracker, both of which also present gender-disaggregated data. In partnership with the **Government of Antigua and Barbuda**, the Secretariat delivered a three-day Commonwealth Data Science and Innovation Ecosystem Workshop in collaboration with 10 partners, including the World Health Organization (WHO), the United Nations Industrial Development Organization (UNIDO), the United Nations Population Fund (UNFPA) and the United Nations Development Programme (UNDP), in Antigua and Barbuda. Ninety representatives, including senior officials from six member countries in the region, attended. Ninety-six per cent of participants thought the workshop was useful.

Representatives participated in practical digital master classes aimed at enhancing the capacity of the public sector with a focus on data science and skills to use data science and open data tools. More than 12 articles were published, generating further interest in data science and its uses in the region.

Overall, 10 member countries within the regions of Africa and the Caribbean reported that they were benefiting from innovation facilitated by the Secretariat. Twelve member countries and key stakeholders have adopted Secretariat-facilitated digital/technological solutions.

## Partnerships

Partnerships were strengthened during this reporting period to complement the Secretariat's collaboration towards the Commonwealth Charter and the SDGs. The Secretariat facilitated eight new partnerships comprising two Letters

'It was particularly helpful for me to hear about Digital Agriculture. The workshop has presented opportunities to enhance our data infrastructure and provide legislation to support the framework.'

Meeting participant

of Understanding and six MOUs. Results from a recent survey sent to Commonwealth Accredited Organisations were markedly positive; 80 per cent reported a satisfactory relationship with the Secretariat. Furthermore, 30 per cent of Secretariat's programme teams have an increased understanding of how to work with Accredited Organisations and partners, and 40 per cent of the Secretariat's programme teams reported that partnerships were supporting the delivery of their outcomes.

## Internal outcomes

The delivery of the Commonwealth Strategic Plan and Delivery Plan is underpinned by a number of internal functions – namely, support provided to the Secretary-General by her office and the Secretariat's communications function; support provided to small and other vulnerable states by the Commonwealth Small States Offices in Geneva and New York; and support provided to improve organisational performance by the portfolio management, evaluation and learning, and governance functions.

The **Commonwealth Small States Offices in Geneva and New York** continue to provide support to small states missions. Its work is largely facility management and operations, and in these areas it is mandated to provide optimal quality servicing and responsiveness to requests. One key lesson learned is the need to maintain an open ear to the residents and to communicate this open-ear approach so that they feel free to access services and request assistance as needed. Another lesson is to anticipate the operational needs of the residents when their office dynamics shift as a result of staff turnover or pandemic realities, or in response to any other shift. A third lesson is to learn to read when residents have needs that are more than facility management, which are often related during the Annual General Meeting, during conversations with Secretariat staff visiting the office or just at check-ins. It is important that the Secretariat remain flexible enough to respond to more technical and specialised needs despite its primary mandate of facility management and operations.

**Communications** have continued to improve the Secretariat's web content and social media output, keeping stakeholders informed of Commonwealth programmes and positions, as well as increasing

their awareness of key global issues for which the Secretariat advocates. A more accessible website was launched in February 2022; this has supported communications that are more targeted to specific audiences to enhance impact. The Secretariat met its communications targets, with 65,733 Compass page views, 1,535 online/print articles giving coverage to the Secretariat's work and 854 relationships with media outlets across the Commonwealth.

To continue to improve organisational performance, in 2021/22 the **Portfolio Management** team focused on operationalising the Strategic Plan approved in October 2021. It engaged member countries in consultation to agree key performance indicators at the outcome level. The Detailed Results Framework was approved by the Executive Committee in February 2022. Following the initial draft of the Delivery Plan 2021/22, sketching the Secretariat's programmes theories of change, context analysis and delivery mechanisms, teams proceeded to plan detailed projects, work plans and logical frameworks under the guidance of the Portfolio Management team and with the approval by Senior Directors and the Deputy Secretary-General. Project work plans informed the development of a streamlined Delivery Plan for 2022/23, approved by the Executive Committee and Board of Governors in April and May 2022.

Given the Secretariat's move to the cloud in 2019/20, the Portfolio Management team and the information Technology Services team embarked on the upgrade of the Programme Management and Information System. It was initially envisioned that the system would be developed in-house. After scoping and developing a beta version of the software, however, in-house development had to be reconsidered, given the complexity of the requirements and the availability in the market of more advanced, flexible and fit-for purpose-systems. The Secretariat is currently conducting the market engagement phase of a procurement process to procure a portfolio management and reporting system that will enable more integrated portfolio and project planning, easier and more consistent data collection, evidence-storing and data visualisation to aid reporting and decision-making. This agile development process has been a learning curve for the Secretariat, and lessons learned from using a temporary Excel and Microsoft

Power BI planning and reporting platform will inform the procurement and implementation of the new system.

Throughout the year, the Portfolio Management team provided internal capacity-building on project planning, development and monitoring of indicator frameworks and reporting. In 2022/23, as the portfolio is fully developed, quarterly performance reviews will resume and new programme management guidelines, and a new online results-based management course will be developed once the new system has been procured. This will enable further embedding of good results practices in the Secretariat.

The **Evaluation** team's conclusion of three strategic evaluations, on small states, consensus-building and the last strategic plan, coincided with the start of the new strategic period and with preparations for CHOGM 2022 in Kigali. This provided a unique opportunity to reflect on the collective lessons and findings of the studies in the context of the new strategic direction, as well as on the value and utilisation of evaluations in guiding decision-making and informing organisational learning. To manage the timing and ensure the evaluation process efficiently engaged management and the Board, the Evaluation team established a Participatory Evaluation Steering Group to guide the focusing of the evaluations and discuss early findings and preliminary recommendations. All three evaluation studies were externally and independently peer-reviewed by leading evaluation specialists.

The Secretariat focused management responses on recommendations derived from the evaluation of the past strategic plan, recognising the consistency in recommendations across the three evaluation studies and the hierarchical importance of setting the strategic direction under which other programmatic recommendations could be considered. The main recommendations underscored the need for the Secretariat to take action on its strategic focus, including through improving prioritisation and internal coherence in small states and consensus-building programmes; leverage the Secretariat's core assets to build robust strategic partnerships and optimise its resource base; and continue progress on streamlining planning and results-based management with the organisation's outcome orientation and demand responsiveness. The Senior Management Committee considered and



## STRENGTHENING PARTNERSHIPS FOR WHOLE-OF-SOCIETY CHANGE

Advancing member country priorities through MoUs with international and multilateral including the WHO, WTO, UNCTAD, the International Hydropower Association, the African Union Development Agency and the International Hydropower Association.

Extending Meridian reach beyond the Commonwealth through a distribution arrangement with DFI to Oman, Liberia, Bhutan and Somalia and soon Timor-Leste.



Collaborating with the ITC and ITFC to raise over US\$5 million for the Finance Trade Facility and build the capacity of women-owned micro, small and medium sized enterprises (MSMEs) in Cameroon and Pakistan through the SheTrades initiative.

Working together with local CSOs in Cameroon, Bangladesh, Sri Lanka, Maldives, Trinidad and Tobago and Guyana to strengthen engagement between local actors and the government to prevent and counter violent extremism.

Leveraging partners strengths to deliver on the ground in member countries: International Solar Alliance and Commonwealth Climate Finance Access Hub developing a pilot project to deploy solar water pumps to sugar cane and rice farmers, promoting livelihoods sustainably.

agreed fully or partially with all recommendations of the Strategic Plan Evaluation and developed time-bound actions to be implemented over the new strategic period. A number of these are already underway, including optimising and better integrating corporate systems, revising the partnerships strategy, developing a talent acquisition strategy and improving the utilisation of evaluative evidence, including to respond to an organisation-wide learning agenda.

During the latter half of the financial year, the Evaluation team commenced preparations for country evaluations to be undertaken over the strategic period. Sixteen countries, representative of the Commonwealth region and development statuses, were selected based on the scale of interventions and the recency of previous country-focused evaluations. Secondary data collection and desk reviews are currently on-going.

The **Governance** team moved from strength to strength, delivering nine Board Meetings, two Accreditation Committee Meetings, three Executive Committee Meetings, three Extraordinary Board of Governors Meetings and the Annual Board of Governors Meeting.

The Accreditation Committee continued its work on accreditation and reaccreditation applications and recommended Women Mediators across the Commonwealth and the Zalmi Foundation to the Board of Governors for accreditation. The Accreditation Committee also recommended Sightsavers International, Corona Worldwide and Muslim Aid to the Board of Governors for reaccreditation.

The Executive Committee continued its work in line with the revised MOU, providing approval for the Revised Delivery Plan 2021/22 and recommending several reports to the Board of Governors for approval. The Board of Governors at its Annual Meeting considered the recommendations provided by the Accreditation and the Executive Committees. The Board approved the accreditation and reaccreditation of the organisations recommended, the Annual Results Report 2020/21, the Delivery Plan and Budget 2022/23 and the Evaluation Plan 2021/22–2024/25.

The annual Diplomats Induction Programme was successfully delivered on 8–10 March 2022. Delivered in a hybrid format – in-person at Marlborough House and virtually, because of the

ongoing impacts of COVID-19 – the Programme provided a masterclass in the Commonwealth. During the three days, over 80 participants learnt about the Commonwealth's unique value proposition, history, affiliate organisations, work and relationships with other multilateral organisations. Each session focused on a specific theme, which directly linked with the work of the Commonwealth Secretariat and its Directorates.

## Corporate delivery

During the reporting period, Corporate teams continued work to strengthen internal processes. In the area of **Compliance**, KPMG conducted five internal audits covering the areas of procurement, cyber-security, recruitment, budget monitoring and core financial systems. All five audits received an overall rating of significant assurance with minor improvement opportunities. There were no high-rated management actions.

Staff completion rates of the mandatory training courses that form the Commonwealth Essentials e-Learning programme increased over the reporting period. Seven of the nine courses achieved completion rates in excess of 80 per cent; three reached the target of 85 per cent or more. The remaining two courses were new and introduced during the period. A completion rate of 100 per cent is not expected given the impact of staff leaving and new staff coming on board at different points throughout the year and having six months to complete the training.

The monitoring of policy updates and development was introduced along with a policy template to introduce consistency of policy format and information, including specific requirements. At the end of the reporting period there were 45 corporate policies, with a further eight identified for development. Seven policies were reviewed and updated during the period.

The **Events and Protocol** section has worked very closely with ICT and the Virtual Events lead to deliver efficient, inclusive virtual and hybrid meetings for member countries. To ensure the smooth and efficient running of events, detailed instructions are sent to delegations on how to attend both virtually and in person to ensure maximum attendance. The successful delivery of CHOGM 2022 demonstrated how well the Events and Protocol section has worked

with host governments to deliver CHOGM and Ministerial Meetings, closely following protocol and meeting guidelines.

In **Facilities Management**, the Secretariat's first certification audit for the International Organization for Standardization (ISO) 45001 Health & Safety Management standard, the external auditors found zero non-conformities or observations, commenting that the organisation had demonstrably gone 'above and beyond' the desired standard.

For the Secretariat's recertification audit for the ISO 50001 Energy Management standard, the external auditor commented that the Secretariat's management system was 'an excellent system meeting the requirements for ISO 50001:2018 and the Secretariat should be congratulated on the level of implementation and development of the system.'

For the first time this year, the United Nations Framework Convention on Climate Change announced that the Secretariat had achieved bronze standard across all required criteria for the United Nations Climate Neutral Now Initiative.

The Facilities Management team organised the Secretariat's initiative to plant a tree in Green Park, in central London, on behalf of the Commonwealth in honour of Her Majesty the Queen's Platinum Jubilee as part of the Queen's Green Canopy Initiative. The ceremony was led by the Secretary-General.

In addition to the 2021 internal audit described above, the Procurement team implemented several improvements over the reporting period. These included a new e-tendering system that enables the Secretariat to interact transparently with suppliers via a safe and secure world-class e-tendering portal. The Secretariat's commercial terms and conditions of contract were refreshed and validated by external lawyers. A Procurement ServiceDesk was launched for the recording of all procurement queries processed by the Procurement team. This is an innovative development, as few, if any, public sector organisations operate a Procurement ServiceDesk. An online 'Introduction to Procurement' e-learning training course was launched during the reporting period to improve knowledge and understanding of procurement. The course forms part of the mandatory Commonwealth Essentials e-Learning programme. The

Procurement Conflict of Interest Form was automated during the period, to ensure that staff complete it properly and in line with the procurement manual requirement that any conflict of interest be declared during the procurement process. A new Lessons Learned Procurement Log was created and incorporated in Procurement Champion meetings to record procurement lessons learned across the organisation, to be used when re-tendering. During the reporting period, 247 Automatic Authorities to Engage were submitted in the system, which equates to 82 hours saved in processing time. The team also resolved 269 queries through the Procurement ServiceDesk system.

The **Human Resources** team made good progress towards reducing the number of vacant posts, with 51 new starters in the past year. Staff turnover has remained steady year on year, with voluntary turnover 8.2 per cent in the reporting period, compared with 9.4 per cent the previous year. The courses run by the Secretariat's Learning and Development section continue to increase in number, scope and popularity with employees. A total of 272 colleagues attended in-house courses, with 48 per cent of staff evaluating the course as beneficial to their work.

The COVID-19 pandemic continued to linger and to have impacts on analytical approaches and delivery methods. Technical training and events were cancelled because of the varying infection and vaccination rates between countries. Uncertainty was compounded by the economic impact of the Russia-Ukraine war. Although the Secretariat's budget was reduced compared with pre-pandemic levels, the organisation tried to adapt to member countries' revised priorities, expanding needs and increasing technical requests by planning iteratively.

However, budget reductions also meant delays in meeting member countries' urgent requests, for example on legislative drafting. Budgetary implications also postponed a Commonwealth book collection on digital trade.

Shrinking funds were compounded by human resource constraints. Several unfilled vacancies, combined with short-term contracts for some staff, affected workloads. Staff continued to face administrative pressures. Utilising external contractors to ease pressures and equip the Secretariat with specialist expertise creates administrative burdens. Staff are being strongly

affected by the cost-of-living crisis, with no meaningful salary increases over the past decade. This risks further affecting staff well-being and inhibiting the Secretariat's ability to attract the best talent for vacant positions.

During the reporting period, a number of lessons were learned. One key lesson was that partnering with relevant institutions helps ameliorate resourcing challenges to better meet member countries' changing priorities. An increased number of collaborative partners, comprising multilateral and regional organisations, will continue enhancing the Secretariat's scope and profile of work. However, collaborating with partners requires flexible joint actions incorporating relevant training and technical topics, so as to align delivery with beneficiaries' priorities. Second, and relatedly, continuous engagement involving regular communication helps sustain effective interventions.

The Secretariat identified that political buy-in catalyses both ownership and efficient implementation of actions. Engaging with government officials and multiple stakeholders at various stages of the design process was pivotal in steering the sustainability of work in the reporting year. Important in this regard was fostering legal provisions to increase the likelihood of implementation of recommendations and deliverables. Including private sector representatives in stakeholder consultations increased stakeholder collaboration and accountability. Notwithstanding, salient lessons were learned regarding multi-agency delivery/implementation. These related to, among other things, clear lines of communication about processes, as well as transparency and inclusiveness in key decisions about who will participate in the Secretariat's initiatives. These principles will be taken forward in 2022/23.

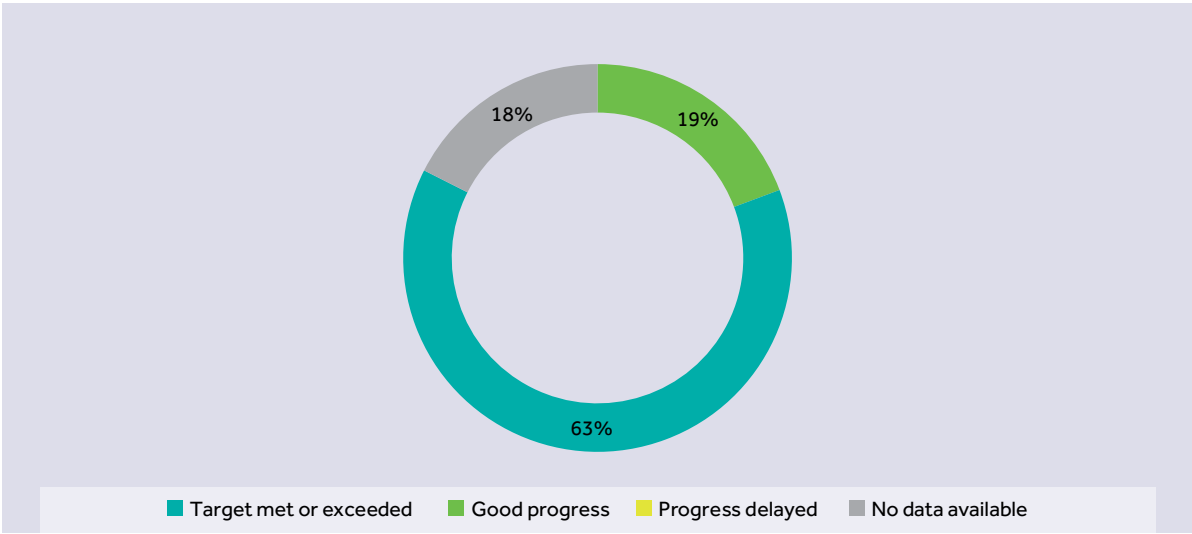
Overall, the Secretariat will continue scanning the global economic and political landscape for emerging issues and prioritise resources accordingly. Greater utilisation of resources for monitoring and evaluation at a programmatic level is required. Remote assistance will continue complementing in-country support during 2022/23 rather than acting as a replacement (in response to learnings that virtual communication works best in similar time-zones and when pre-established

rapports are built with country counterparts). To this end, most in-country support will reconvene in 2022/23.

Each of the Secretariat's projects works to achieve an intermediate outcome-level change. Each project has its own results framework, which identifies project outcomes, outputs and activities. Cumulatively, these project-level outputs and project outcomes contribute to the delivery of

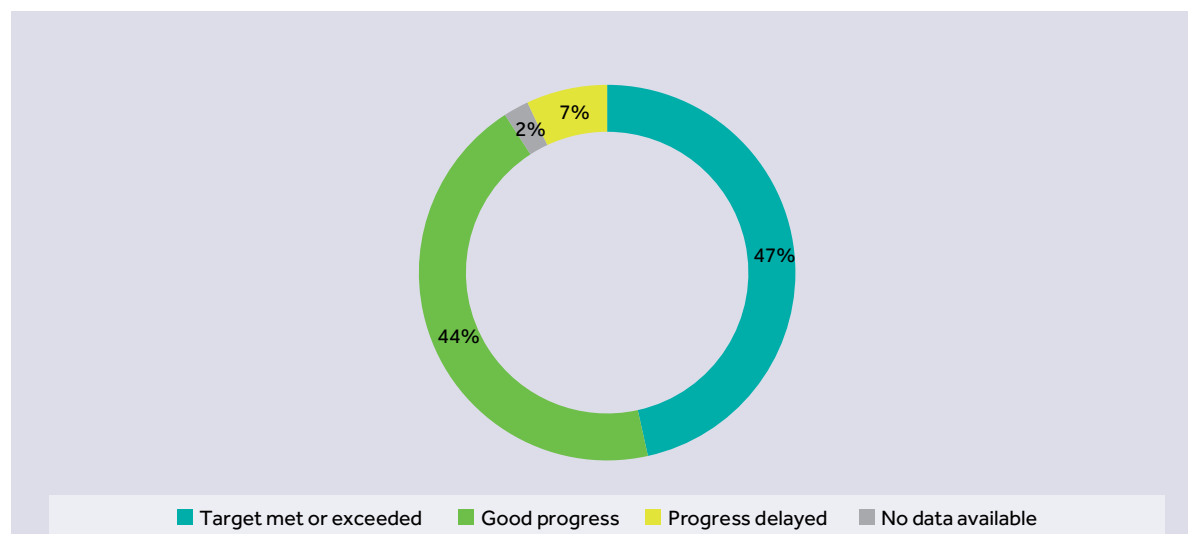
the intermediate and strategic outcomes in the Secretariat's Strategic Plan. During data collection for this report, greater emphasis was placed on measuring progress at intermediate outcome and project outcome level. Analysis of outputs and project outcomes provides a measure of the progress being made towards each individual project's targets, and therefore the Strategic Plan.

Figure 9: Delivery status of project outcome indicators 2021/22



During this reporting period, 82 per cent of project outcome indicators were on track for completion in line with the aspirations of the Strategic Plan and Delivery Plan and 18 per cent of project outcomes had insufficient data to report on at this point.

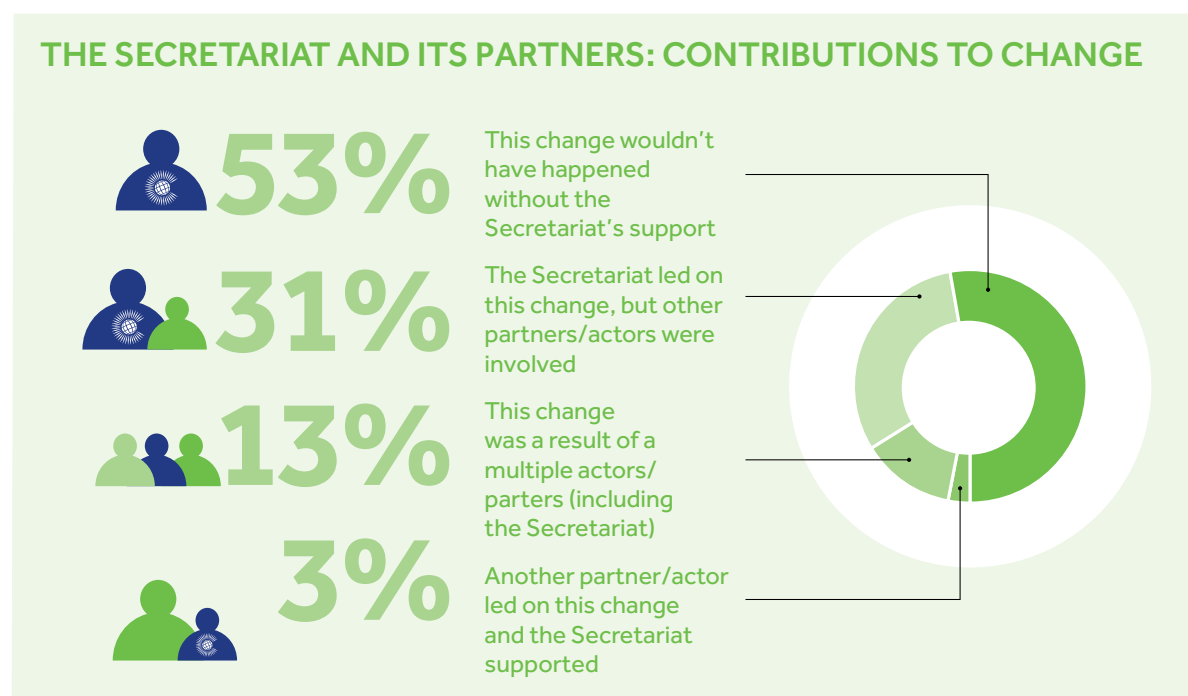
Figure 10: Delivery status of project output indicators 2021/22



During this reporting period, across all projects, 91 per cent of output indicators were rated as having met their targets or having made good progress in

line with the aspirations of the Delivery Plan; 7 per cent were rated as having been delayed; and 2 per cent had insufficient data to report on at this point.

Figure 11: Contribution and attribution



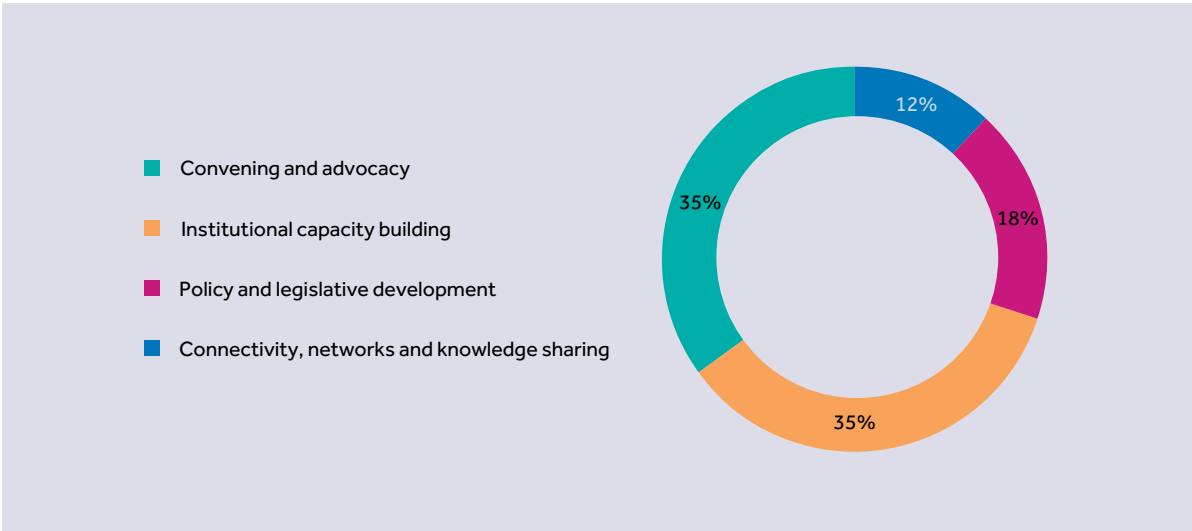
As part of the 2021/22 reporting process, more emphasis was placed on focusing on **how** and **why** change happens. Project teams were asked to reflect and report on their most significant outcome, the Secretariat's contribution and the dominate impact pathway in their delivery approach. Across all projects, 53 per cent reported that the most significant change would not have happened without the Secretariat's support; 31

per cent reported that the Secretariat led on this change but other partners/actors were involved; 13 per cent felt the change was a result of multiple actors/partners (including the Secretariat); and only 3 per cent reported that another partner/actor led on this change with the Secretariat supporting. Further analysis will take place to independently validate this self-reported data; however, this does provide a good foundation for

asserting the Secretariat’s contribution to impact, with project managers reporting that over 80 per

cent of the most significant outcome would not have happened without the Secretariat’s direct intervention and leadership.

Figure 12: How we made change happen: Our four impact pathways’ contributions to change (%)





# Financial Performance

## Summary

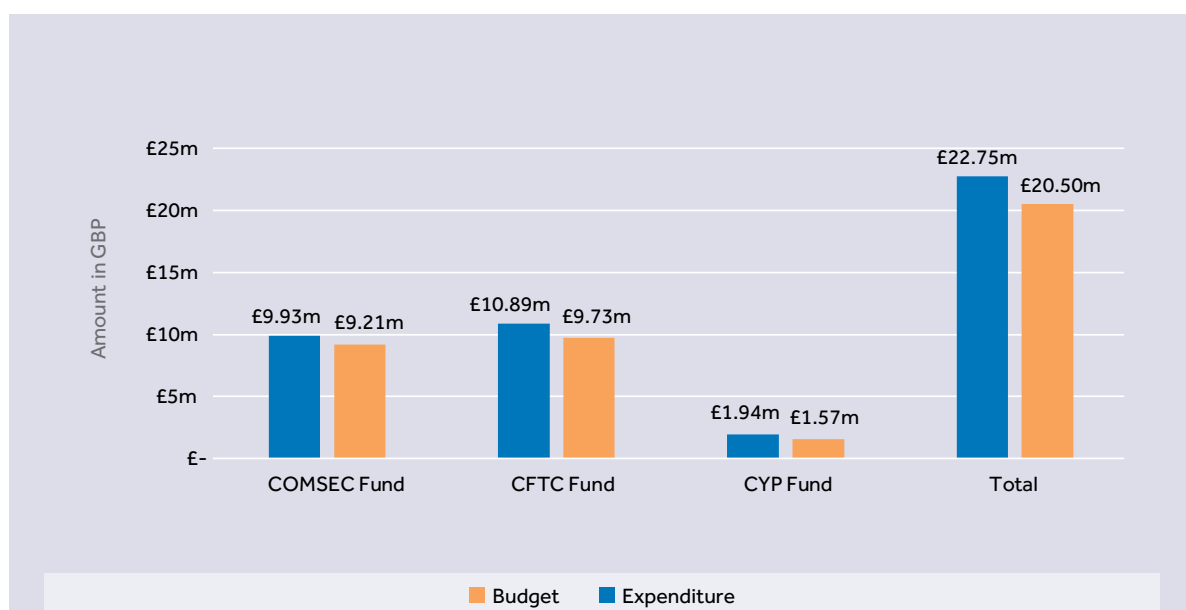
The Secretariat's total direct budget expenditure during the reporting period October 2021 to June 2022 was £20.5 million, 90 per cent of the approved direct budget of £22.8 million.

The total direct budget was split into 57 per cent programme costs (£13.0 million) and 43 per cent staff costs (£9.8 million). Total direct budget expenditure of £20.50 million was split almost equally between programme and staff costs (51 per cent or £10.44 million and 49 per cent or £10.6 million, respectively).

From the approved budget for nine months, 44 per cent went to the Commonwealth Secretariat fund (COMSEC), 48 per cent to the Commonwealth Fund for Technical Co-operation (CFTC) and 9 per cent to the Commonwealth Youth Programme fund (CYP).

The £20.5 million expenditure across the three funds constituted £9.2 million of a planned £9.9 million in COMSEC (93 per cent), £9.7 million of a planned £10.9 million in CFTC (89 per cent) and £1.6 million of a planned £1.9 million in CYP (81 per cent). The Secretariat's overall expenditure for the reporting period was 90 per cent. Figure 13 illustrates the performance of each fund.

Figure 13: Total direct budget – summary performance by fund



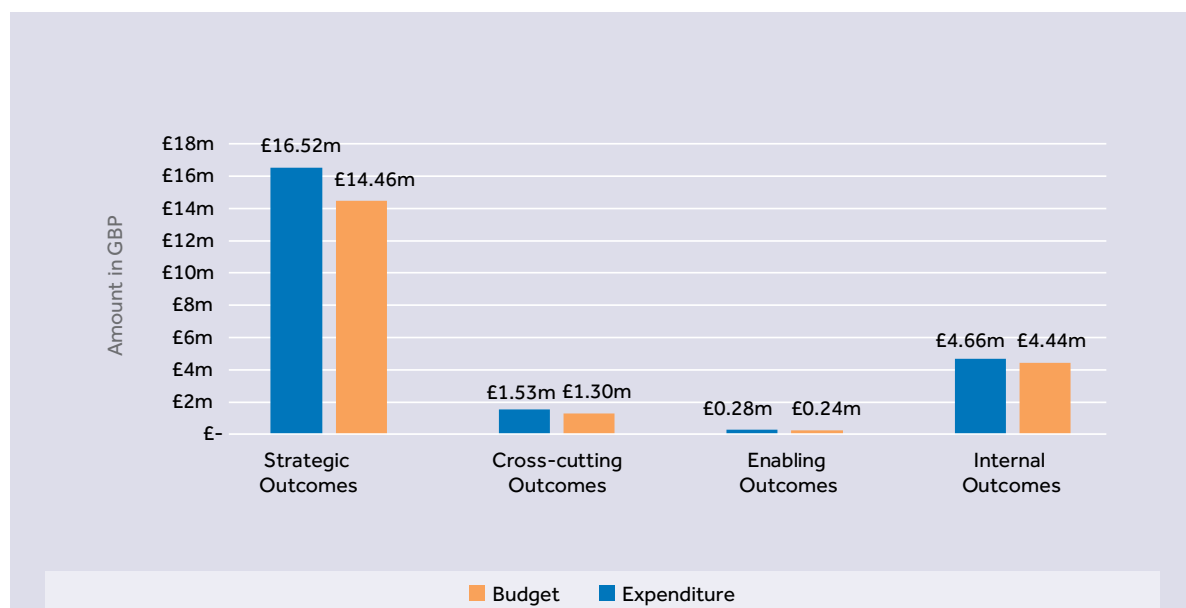
## Financial performance by outcomes

The outcomes are categorised as strategic, cross-cutting, enabling and internal. At the outcome level, the Secretariat allocated 73 per cent of the budget to its strategic outcomes (£16.5 million). Eighty-eight per cent of the budget was utilised,

an improvement on the 15-month period to 30 September 2021, when only 70 per cent of budget was utilised.

Cross-cutting outcomes utilised 85 per cent of a **£1.5 million** budget. Enabling outcomes utilised 87 per cent of a £0.3 million budget. Internal outcomes utilised 95 per cent of an allocated £4.7 million budget. Figure 14 shows financial performance at the outcome level.

Figure 14: Financial performance – outcome level



### Financial performance by strategic outcomes

At the strategic outcome level, there are four outcomes: Democracy and Governance; Sustainable Development; Resilience and Climate Action; and Small and Other Vulnerable States.

Democracy and Governance utilised 82 per cent of an allocated £7.3 million budget. Sustainable

Development utilised 90 per cent of a £6.0 million budget. Resilience and Climate Action utilised 93 per cent of an allocated £2.5 million budget. Small and Other Vulnerable States utilised 98 per cent of an allocated £0.8 million budget. Figure 15 presents the budget and performance at each outcome level and Figure 16 expenditure by outcome.

Figure 15: Total direct budget – summary performance by outcome

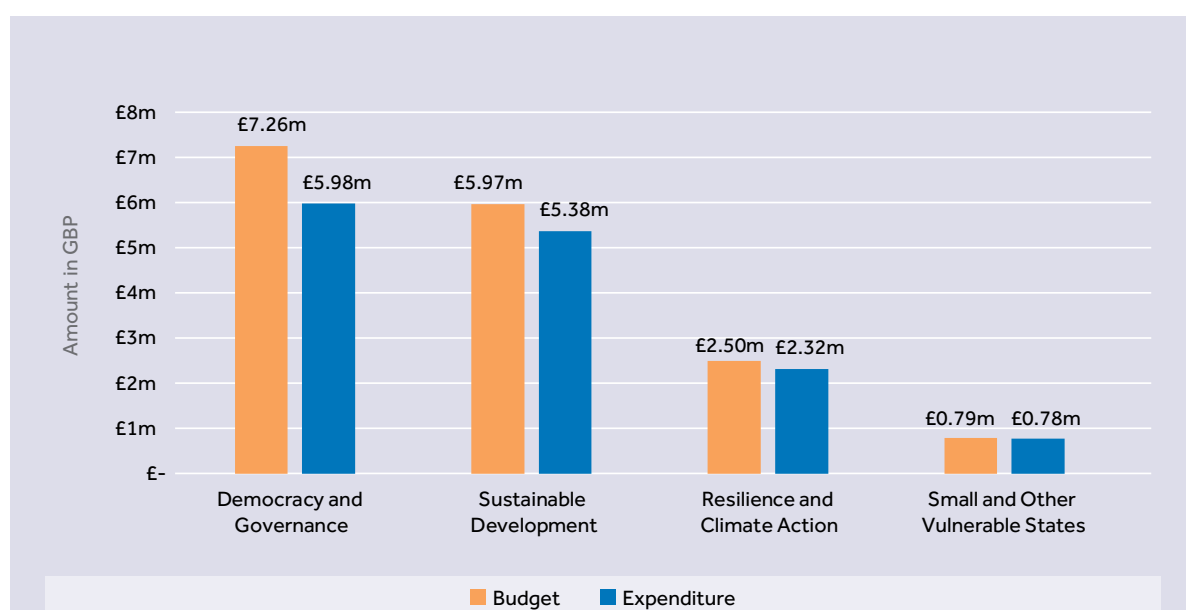
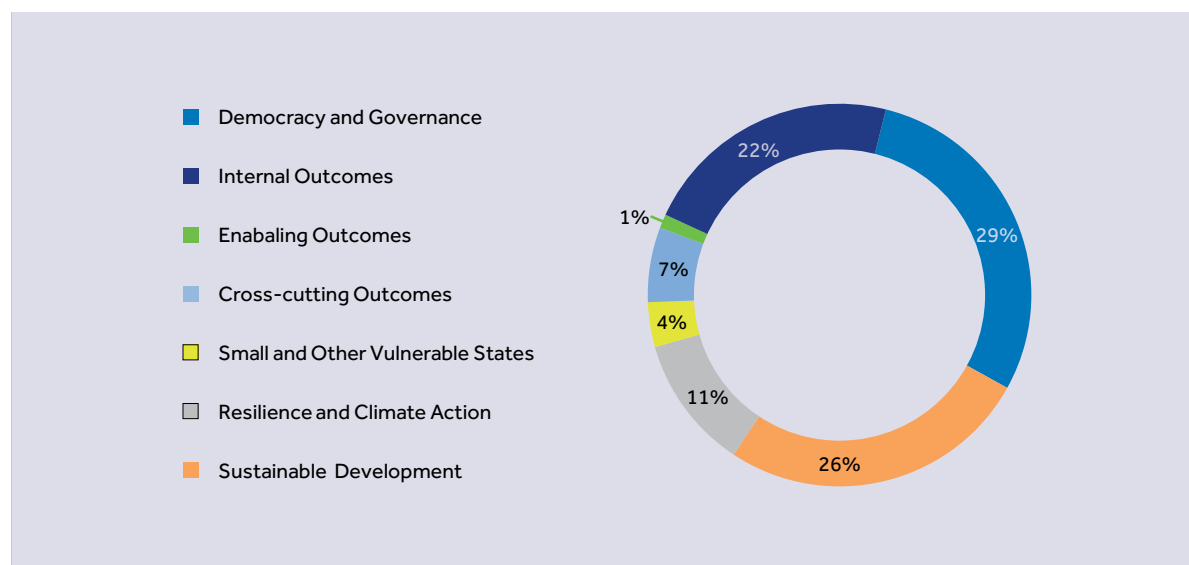


Figure 16: Percentage of expenditure by outcome

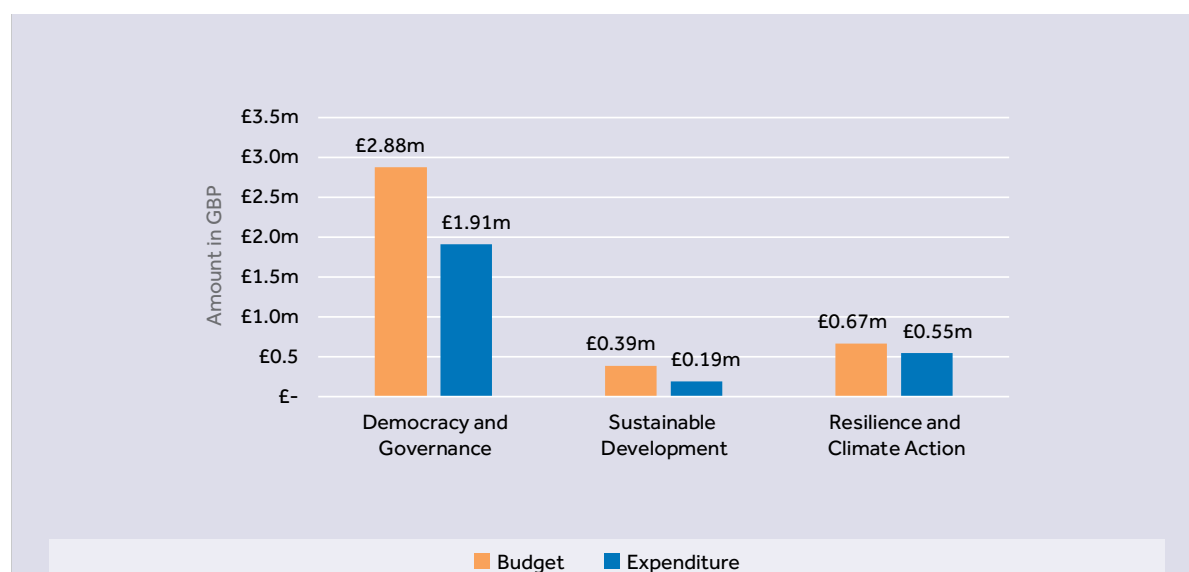


### Extra budgetary resources and designated funds

Seventeen per cent of the direct budget (£3.9 million) was funded through 15 active extra budgetary resources (EBRs). Democracy and Governance has 73 per cent of EBRs, totalling £2.9 million. EBRs in this area fund projects including P/ CVE and inclusive dialogue and women's political participation (which between them received £1.2 million in funding); cyber-security and Geneva-based advisers to strengthen engagement with human right mechanisms (£1.6 million); and building

regional capacity through the Commonwealth Election Programme (£0.3 million). Resilience and Climate Action receives £0.7 million in EBRs, which primarily funds advisory services through the Climate Finance Access Hub (£0.6 million). Sustainable Development receives £0.4 million in EBRs, funding work in the areas of trade £0.3 million, which includes marine, other natural resources, including 'blue economies'. No EBR funding was received in Small and Other Vulnerable States or for cross-cutting or enabling outcomes. Figure 17 presents financial performance against the outcomes.

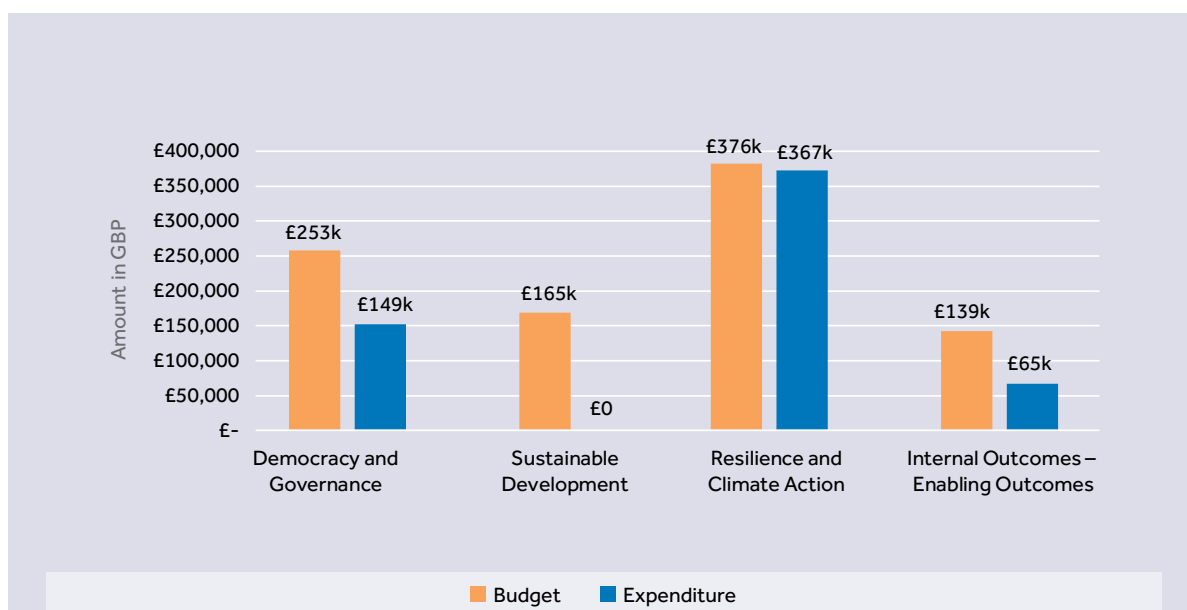
Figure 17: Financial performance of extra budgetary resource funds by outcome



Four per cent of the direct budget (£0.9 million) was funded through designated funds (DFs). At an outcome level, 40 per cent – the largest share of DFs – was allocated to Resilience and Climate Action (£0.4 million), with £0.3 million going to Democracy and Governance, £0.2 million to

Sustainable Development and £0.1 million to internal and enabling outcomes. The Small and Other Vulnerable States outcome did not receive any DFs. Figure 18 presents financial performance against the DFs.

**Figure 18: Financial performance of designated funds by outcome**



# Annex A: Measurement of progress

Each project has a project-specific results framework that identifies activities, outputs and project outcomes that it is designed to deliver. Cumulatively, the projects contribute to the delivery of a programme and the intermediate and strategic outcomes in the Strategic Results Framework of the Strategic Plan. Each results framework includes specific, measurable, achievable, relevant and timebound (SMART) indicators to measure outputs and project, intermediate and strategic outcomes.

Project managers are required to report at least bi-annually. The Secretariat is currently procuring a new system to replace its Programme Management and Information System. The data collection for 2021/22 was carried out through Excel and a Microsoft Power BI platform. Activity, output, project and intermediate outcomes are measured by providing the status of progress from a set of drop-down options. In addition, indicator data must be entered, and a narrative (qualitative) summary given to accompany the quantitative data. Evidence for all results reported is uploaded on a document centre, tagged and validated. This data is checked, cleaned and validated by the Strategy, Portfolio, Partnerships and Digital (SPDD) division.

## Explanation of progress ratings

Once the self-reported status updates for outputs and outcomes have been reviewed by the SPDD, this data is translated into a traffic light rating tool to allow for the reporting of progress in the six-monthly report, as shown here.

Status options	RAG rating
Target met or exceeded	
Good progress	
Progress delayed	
No data available	

# Annex B: Detailed Results Framework progress update

## 1. Democracy and Governance

Intermediate outcome	Performance indicator	Baseline 2020 /21	Target 2021 /22	Actual 2021/ 22	Progress rating	Means of verification (MOV)
<b>1.1 Member countries effectively utilise mechanisms to further adherence to Commonwealth values and principles</b>	Share of engaged member countries implementing CMAG and Secretary-General's Good Offices advice	60%	60%	57%	Good progress	Evaluative monitoring reviews
	Number of member countries implementing new or improved mechanisms, policies or programmes to counter violent extremism	0	6	5	Good progress	Evaluative monitoring reviews



Intermediate outcome	Performance indicator	Baseline 2020 /21	Target 2021 /22	Actual 2021/ 22	Progress rating	Means of verification (MOV)
1.2 Member countries conduct fair, credible and inclusive elections	Share of member countries engaged through the Secretariat's election programme that implement substantive COG recommendations or engage in substantive reform processes	60%	60%	100%	Target met or exceeded	Post-election evaluative monitoring reviews; reports of Observer Missions
	Share of EMBs implementing recommendations formulated by CEPs to enhance the transparency, credibility and inclusiveness of electoral processes	8%	15%	52%	Target met or exceeded	Surveys of participating EMBs
CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced	Number of targeted member countries that implement Commonwealth recommended measures to increase youth participation in the political process	17	20	25	Target met or exceeded	Evaluative monitoring reviews
CC2 Gender disparities in access to political, social and economic rights and violence against women and girls reduced	Share of targeted member countries that implement Commonwealth recommended actions to promote equal political representation	30%	50%	25%	Good progress <sup>1</sup>	Evaluative monitoring reviews; Youth Development Index
	Number of targeted member countries implementing Commonwealth advisory guidelines and frameworks to reduce violence against women in politics and elections	1	1	3	Target met or exceeded	

<sup>1</sup> Good progress is noted here despite the target not being met owing to the complex and long-term nature of change required in the targeted countries. It is expected that in the coming years progress will approach that set out in the year 1 target.

Intermediate outcome	Performance indicator	Baseline 2020 /21	Target 2021 /22	Actual 2021/ 22	Progress rating	Means of verification (MOV)
1.3 Public institutions and frameworks in member countries strengthened to promote rule of law, access to justice, human rights and good governance	Number of targeted small and other vulnerable states effectively participating in international human rights mechanisms	8	10	10	Target met or exceeded	Evaluative monitoring review; outcome documents from UPR and Treaty Body reviews; Global Alliance of National Human Rights Institutions (GANHRI) Sub-Committee on Accreditation (SCA) reports
	Number of targeted member countries progressively implementing outcomes from human rights instruments and mechanisms	0	0 (to progress to 2, 3)	3	Target met or exceeded	Evaluative monitoring reviews; outcome documents from UPR and Treaty Body reviews; GANHRI SCA reports
	Number of targeted member countries with substantially reduced backlog of cases	0	3	1	Good progress	Evaluative monitoring reviews
	Number of targeted member countries implementing improved legal, policy and practice frameworks to address cyber-crime	0	5	5	Target met or exceeded	Evaluative monitoring reviews
	Number of targeted member countries with substantially improved legislative drafting and law reform capacity	0	2	3	Target met or exceeded	Evaluative monitoring reviews

Intermediate outcome	Performance indicator	Baseline 2020 /21	Target 2021 /22	Actual 2021/ 22	Progress rating	Means of verification (MOV)
	Number of targeted member countries with improved SDG-enabling rule of law frameworks	0	2	0	Progress delayed <sup>2</sup>	Evaluative monitoring reviews
	Number of targeted national anti-corruption bodies demonstrating improved performance	0	6	4	Good progress	Evaluative monitoring reviews
	Number of targeted member countries implementing Commonwealth recommended reforms in public administration	0	2	3	Target met or exceeded	Evaluative monitoring reviews

2 This has been delayed owing to limited budgetary resources for this project during the past financial year.

## 2. Sustainable Development

Intermediate outcome	Performance indicator	Baseline 2020/21	Target 2021/22	Actual 2021/22	Progress rating	Means of verification
2.1 Effective trade policy and increased competitiveness and co-operation	Number of targeted member countries implementing Commonwealth recommended export development and trade competitiveness strategies	13	18	16	Good progress	Evaluative monitoring reports
	Share of Commonwealth Connectivity Agenda cluster decisions with implementation complete or on track	90%	90%	95%	Target met or exceeded	Evaluative monitoring reports; outcome documents of Commonwealth Trade Ministers Meeting
	Number of member countries supported by the Secretariat to implement policy or regulatory initiatives aligned with the Commonwealth Connectivity Action Plan	18	20	24	Target met or exceeded	Evaluative monitoring reports; outcome documents of Commonwealth Trade Ministers Meeting
	Number of developing country member countries advocating the Secretariat's policy guidance on digital trade and trade and environmental sustainability in multilateral fora	0	20	37	Target met or exceeded	Evaluative monitoring reports
CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced	Number of supported member countries incorporating youth considerations in trade-related policies and strategies	0	3	5	Target met or exceeded	Evaluative monitoring reports; Youth Development Index

Intermediate outcome	Performance indicator	Baseline 2020/21	Target 2021/22	Actual 2021/22	Progress rating	Means of verification
CC2 Gender disparities in access to political, social and economic rights and violence against women and girls reduced	Number of supported member countries incorporating gender considerations in trade and trade-related policies and strategies	5	6	6	Target met or exceeded	Evaluative monitoring reports
2.2. Sustainable public finance and debt management	Number of targeted member countries implementing Commonwealth recommended reforms and policies for debt and public finance management	2	5	3	Good progress	Evaluative monitoring reports
	Number of member countries actively utilising Meridian as their primary/sole tool for debt recording and reporting	5	10	28	Target met or exceeded	Evaluative monitoring reports; Meridian End User Licensing Agreements
2.3 Sustainable, equitable, transparent and effective management, governance and use of the ocean, energy and natural resources	Number of targeted member countries implementing Secretariat policy, legal, economic or strategic advice in the sustainable management of their ocean, energy and natural resources	12	12	14	Target met or exceeded	Evaluative monitoring reports

Intermediate outcome	Performance indicator	Baseline 2020/21	Target 2021/22	Actual 2021/22	Progress rating	Means of verification
2.4 Inclusive and resilient health and education systems	Number of targeted member countries implementing to Commonwealth regional legal frameworks to address NCDs	12	14	13	Good progress	Desk review of policy documentation showing formal adoption
	Number of regional/ international fora where Commonwealth positions on global health inequalities are reflected	3	3	6	Target met or exceeded	Evaluative monitoring reports
	Number of member countries implementing policies to reduce disparities and improve education access and outcomes	7	9	10	Target met or exceeded	Evaluative monitoring reports
CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced	Number of targeted member countries implementing Commonwealth recommended policies to promote economic opportunities for youth	0	3	3	Target met or exceeded	Evaluative monitoring reports
CC2 Gender disparities in access to political, social and economic rights and violence against women and girls reduced	Number of targeted member countries implementing Commonwealth policies/frameworks/ guidelines to reduce violence against women and girls	1	2	-	No data available <sup>3</sup>	Evaluative monitoring reports

3 The Secretariat has initiated a survey and will update this indicator's status once results have been received.



### 3. Resilience and Climate Action

Intermediate outcome	Performance indicator	Baseline 2020 /21	Target 2021 /22	Actual 2021/ 22	Progress rating	Means of verification
3.1 Enhanced intra-Commonwealth co-operation on sustainable ocean action and energy transition	Number of AG members implementing CBC AG commitments	0	3	7	Target met or exceeded	Evaluative monitoring reports
	Number of member countries engaged with CSET agenda making progress on their sustainable energy transition	0	4	4	Target met or exceeded	Evaluative monitoring reports
3.2 Enhanced access to financial resources, technology and capacities for climate change adaptation and mitigation	Increased amount of climate finance (US\$) mobilised for member countries through the actions of the CCFAH (cumulative)	US\$43.8m	US\$50.5m	US\$47.6m	Good progress	Evaluative monitoring reports
	Number of targeted member countries implementing climate actions through Commonwealth established mechanisms	2	10	16	Target met or exceeded	Evaluative monitoring reports
	Extent of agreement reached on CCALL agenda	0	25	30	Target met or exceeded	CHOGM records; evaluative monitoring reports

Intermediate outcome	Performance indicator	Baseline 2020 /21	Target 2021 /22	Actual 2021/ 22	Progress rating	Means of verification
CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced	Number of CSET AG members promoting energy literacy among children	0	0	3	Target met or exceeded	Evaluative monitoring reports
	Number of targeted member countries that actively incorporate youth considerations in their implementation strategies to the Nationally Determined Contributions	1	3	3	Target met or exceeded	Evaluative monitoring reports
CC2 Gender disparities in access to political, social and economic rights and violence against women and girls reduced	Number of member countries with increased knowledge of gender issues around sustainable energy	0	0	-	No data available <sup>4</sup>	Evaluative monitoring reports
	Number of targeted member countries that actively incorporate gender mainstreaming in their implementation strategies to the Nationally Determined Contributions	0	1	4	Target met or exceeded	Evaluative monitoring reports

4 This will be measured by a survey of AG members, which has not yet been conducted.

## 4. Small and Other Vulnerable States

Intermediate outcome	Performance indicator	Baseline 2020 /21	Target 2021 /22	Actual 2021 /22	Progress rating	Means of verification
4.1 Small and other vulnerable states' policy positions advanced in global governance mechanisms	Number of key stakeholders that advance Commonwealth positions on small and other vulnerable states	0	3	3	Target met or exceeded	Evaluative monitoring review
	Number of international fora that recognise Commonwealth positions on small states in agreements, arrangements and resolutions (e.g. COP, CARICOM, G7, G20, PIF, United Nations, OECD, World Bank, IMF)	1	3	3	Target met or exceeded	Evaluative monitoring review
4.2 Reduced vulnerability to shocks and improved fiscal sustainability and access to financing	Number of small and vulnerable member countries implementing Commonwealth's policy guidance and tools to address resilience	0	4	0	Progress delayed <sup>5</sup>	Evaluative monitoring review

<sup>5</sup> This target was not reached this year as the Secretariat was working on developing the Universal Vulnerability Index and debt sustainability toolkits in 2021/22. The implementation and roll-out of these tools are planned for 2022/23.

## Cross-cutting outcomes

Cross-cutting outcome	Performance indicator	Baseline 2020 /21	Target 2021 /22	Actual 2021 /22	Progress rating	Means of verification
CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced	Number of targeted member countries adopting youth mainstreaming strategies	2	4	5	Target met or exceeded	Portfolio management reviews/ Dashboard
	Share of Secretariat programmes' budget directed to youth empowerment	N/A	60%	60%	Target met or exceeded	Portfolio management reviews
CC2 Gender disparities in access to political, social and economic rights and violence against women and girls reduced	Number of targeted small and other vulnerable states implementing Commonwealth policies/frameworks/ guidelines for gender mainstreaming	1	2	2	Target met or exceeded	Portfolio management reviews/ Dashboard
	Share of Secretariat programmes budget directed towards gender equality	N/A	60%	60%	Target met or exceeded	

## Organisational enablers

Organisational enabler	Performance indicator	Baseline 2020 /21	Target 2021 /22	Actual 2021 /22	Progress rating	Means of verification
CI Enhanced use of technology, innovation and digitalisation	Number of targeted member countries adopting Commonwealth facilitated digital/technological solutions	0	10	12	Target met or exceeded	Six-monthly and annual report
	Number of Commonwealth initiatives resulting in innovation and knowledge transfer between member countries	0	5	10	Target met or exceeded	Six-monthly and annual report
CII Delivery through co-creative partnerships increased	Share of Secretariat projects demonstrating leveraging of partnerships to deliver sustainable change in member countries	0	5%	8%	Target met or exceeded	Six-monthly and annual report Surveys
CIII Dynamic risk management approach institutionalised	Secretariat makes demonstrable progress towards embedding risk	Level 3 of the Risk Maturity Model	Level 4 of the Risk Maturity Model	Level 3 of the Risk Maturity Model	Good Progress	Risk reporting

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